devonassurancepartnership
Support, Assurance and Innovation

Internal Audit

Annual Report 2024-25
Audit Plan 2025-26

Audit and Governance Committee

November 2025

Lee Elson
Senior Assurance Officer

Jo Mccormick
Deputy Head of Devon Assurance Partnership

Introduction

The Audit Committee is required to consider the Chief Internal Auditor's annual report, to review and approve the Internal Audit programme, and to monitor the progress and performance of Internal Audit.

The Accounts and Audit (Amendment) (England) Regulations 2015 introduced the requirement that all Authorities carry out an annual review of the effectiveness of their internal audit system, and to incorporate the results of that review into their Annual Governance Statement (AGS), published with the annual Statement of Accounts.

The Internal Audit plan for 2024-25 was presented and approved by the Audit Committee in May 2024. The following report and appendices set out the background to audit service provision, a review of work undertaken during the year and provides an opinion on the overall adequacy and effectiveness of the Authority's internal control environment.

The Institute of Internal Audit (IIA) are the key body involved in setting out the global standards for the profession which form the basis for the Public Sector Internal Audit Standards (PSIAS) which have now been revised and renamed the Global Internal Audit Standards (GIAS). The new Global Internal Audit Standards take effect for the UK public Sector as of 1st April 2025.

There are three key aspects:

- The GIAS;
- The CIPFA Code on the Governance of Internal Audit; and
- The CIPFA Application Note for the GIAS in the Public Sector.

Contents

These documents combine to set out the framework for Internal Audit that must be followed as per Section 5 of the Accounts and Audit Regulations 2015.

During 2025/26 DAP will be undertaking a GAP Analysis of existing processes in relation to the above for each DAP Partner. The outcomes will result in action plans that will be worked through with the Partners to ensure compliance, this is likely to require actions from both DAP and Partners to ensure compliance with the revised governance arrangements and other applicable activities. Further information will be provided in due course.

Expectations of the Audit Committee from this annual report

Audit Committee members are requested to consider:

- the assurance statement within this report.
- the basis of our opinion and the completion of audit work against the plan.
- the scope and ability of audit to complete the audit work.
- audit coverage and findings provided.
- the overall performance and customer satisfaction on audit delivery.

In review of the above the Audit Committee are required to consider the assurance providedalongside that of the Executive, Corporate Risk Management and external assurance including that of the External Auditor as part of the Governance Framework (see appendix 3) and satisfy themselves from this assurance to support signing the Annual Governance Statement.

Opinion Statement

Based on work performed during 2024-25, the Head of Internal Audit's Opinion is "**Substantial Assurance"** in respect of Key Financial Systems.

For 24/25, and in light of the change to a new financial system, limited testing has been performed. Therefore, the assurance opinion given is reflective of the work carried out.

opinion statement will provide Members with an indication of the direction of travel for their consideration for the Annual Governance Statement see appendix 5.

The Authority's internal audit plan for the year includes specific assurance, risk, governance, and value-added reviews which, with prior years audit work, provide a framework and background within which we assess the Authority's control environment.

The Head of Internal Audit's Opinion is informed by the assurance conclusions obtained in the audit undertaken in year. Significant weaknesses (if identified) should be considered by the Authority in preparing its Annual Governance Statement for 2025-26.

In carrying out reviews, Internal Audit assesses whether controls are operating satisfactorily and provide an overall opinion on the adequacy of controls to management within the audit report.

Audit reports include an action plan with responsible officers and target dates to address control issues. While implementation of action plans rests with management, high priority recommendations are reviewed during subsequent audits or as part of specific follow-up.

This statement of opinion is underpinned by:

Internal Control Framework

The control environment comprises the Authority's policies, procedures and operational systems including processes in place to establish and monitor the achievement of the Authority's objectives; facilitate policy and decision making; ensure economical, effective and efficient use of resources, compliance with established policy, procedure, law and regulation; and safeguard the Authority's assets and interests from losses of all kinds.

Core financial and administrative systems were reviewed by us, and controls were found to be effective.

The Authority's overall internal control framework is considered to have operated effectively during the year. Where we have highlighted weaknesses in compliance to key controls, none are considered to have had a material impact on operations.

Substantial Assurance	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.	Limited Assurance	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
Reasonable Assurance	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.	No Assurance	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

Summary Assurance Opinions

Key Financial Systems

Dartmoor National Park Authority (DNPA) transitioned to a new financial management system, Unit 4, which officially went live on 7th April 2025. This significant change represents a major step in modernising the Authority's financial operations by improving system integration and reporting capabilities. This audit usually includes a complete review of the following areas; Treasury Management, Main Accounting System (MAS), Creditors, Debtors and Payroll. Given the timing of the Unit 4 implementation and the early stages of its rollout, it was agreed that the 2024/25 audit would adopt a light-touch, walk through approach, rather than a full assurance review.

The review found that Unit 4 is still in its early implementation phase, with several functionalities yet to be fully adopted and staff training ongoing. Despite the system being in its infancy, the walkthrough did not reveal any significant issues with the review confirming that:

- Creditors are paid appropriately,
- Invoices are being issued in a timely and correct manner,
- Bank reconciliations are completed on a monthly basis.

One issue that required attention was the absence of a timestamp on the Authorities reconciliation records, however, we were since informed that the matter had been resolved.

Audit Coverage and performance against plan

DAP delivered 100% of the audit work in the agreed plan for 2024/25 (to final report stage).

Value Added

We know that it is important that the internal audit service seeks to "add value" whenever it can, and we believe internal audit activity has added value to the organisation and its stakeholders by:

- Providing objective and relevant assurance.
- Contributing to the effectiveness and efficiency of the governance, risk management and internal control processes. This includes providing advice and guidance on good practice related to Governance, Risk Management and potential Fraud.

Internal Audit Plan 2025/26

As in previous years, the audit plan for the 2025/26 financial year includes an allocation of up to 20 days for internal audit support across Key Financial Systems.

The plan includes a review of the following key financial systems:

- Ordering and Payments
- Income and Cash Collection
- Bank Reconciliation / Investments/Cheque Control
- Main Accounting System
- Budget monitoring
- Payroll & Travel Expenditure

Any major findings (if applicable) from the previous year's audit plan will be reviewed to ensure that agreed recommendations have been implemented and are effective. An annual report for your Audit Committee will be produced for inclusion. Contingency days have been built into this year's Plan and will be utilised in agreement to any emerging requirement throughout the year.

Timetable

The timing of the 2025/26 Key Financial Systems has been agreed with the Head of Business Support and will take place in the second half of 2025/26 (October 2025).

All findings will be reviewed with the Head of Business Support at the end of the audit programme and prior to the issue of any draft report.

A copy of the final report will be presented to the Audit Committee and made available to your External Auditors for their information.

2025/26 Plan

The following table sets out the planned internal audit work for 2025/26. Other issues and systems are sometimes identified during the audits and if found will be discussed with the Head of Business Support. These issues may be incorporated into future audit plans dependent upon priority and risk assessment.

The cost of these 20 days will be £6,760 (plus VAT). Additional support will be provided as and when required. Specialist support would be available at varying day rates, please contact us for further details.

Audit	Days
Financial Systems	16
Contingency	2
Management time Planning / attendance at Audit & Governance Committee and Reports	2
Total days	**20**

Devon Assurance Partnership	Confidentiality and Disclosure Clause
The Devon Assurance Partnership has been formed under a joint committee arrangement. We aim to be recognised as a high-quality assurance service provider. We work with our partners by providing a professional assurance services that will assist them in meeting their challenges, managing their risks, and achieving their goals. In carrying out our work we are required to comply with the Public Sector Internal Audit Standards along with other best practice and professional standards. The Partnership is committed to providing high quality, professional customer services to all; if you have any comments or suggestions on our service, processes or standards, the Head of Partnership would be pleased to receive them at Tony.d.Rose@devon.gov.uk	This report is protectively marked in accordance with the National Protective Marking Scheme. It is accepted that issues raised may well need to be discussed with other officers within the authority, the report itself should only be copied/circulated/disclosed to anyone outside of the organisation in line with the organisation's disclosure policies. This report is prepared for the organisation's use. We can take no responsibility to any third party for any reliance they might place upon it.

Appendix 1 - Professional Standards and Customer Service

Quality Assessment - the Head of Devon Assurance Partnership maintains a quality assessment process which includes review by audit managers of all audit work. The quality assessment process and improvement is supported by a development programme.

External Assessment - The PSIAS states that a quality assurance and improvement programme must be developed; the programme should be informed by both internal and external assessments.

An **external assessment** must be conducted at least once every five years by a suitably qualified, independent assessor. For DAP this was recently conducted in 2024 by an IIA qualified ex Assistant Director of an Audit Partnership.

The assessment result was that *"Based on the work carried out, it is our overall opinion that DAP generally conforms* with the Standards and the Code of Ethics"*. The report noted that *"As a result of our work, a small number of areas where partial conformance was identified. These were minor observations, none of which were significant enough to affect the overall opinion"*. DAP is actively addressing these improvement areas.

* **Generally Conforms** – This is the top rating and means that the internal audit service has a charter, policies and processes that are judged to be in conformance to the Standards

Improvement Programme – DAP maintains a rolling development plan of improvements to the service and customers. Our development plan is regularly updated and links to our overall strategy, both of which are reported to the DAP Management Board and DAP Committee.

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Customer Service Excellence (CSE)
DAP was successful in re-accreditation by G4S Assessment Services of the CSE standard during 2024. This accreditation is a UK-wide quality mark which recognises organisations that prioritise customer service and are committed to continuous improvement.

Appendix 2 - Audit Authority

Service Provision

The Internal Audit (IA) Service for the Authority is delivered by the Devon Assurance Partnership (DAP). This is a shared service arrangement constituted under section 20 of the Local Government Act 2000. The Partnership undertakes an objective programme of audits to ensure that there are sound and adequate internal controls in place across the whole of the organisation. It also ensures that the Authorities' assets and interests are accounted for and safeguarded from error, fraud, waste, poor value for money or other

Strategy

Internal Audit Strategy sets out how the service will be provided. The Internal Audit Charter describes the purpose, authority and principal responsibilities of the audit function.

Regulatory Role

There are two principal pieces of legislation that impact upon internal audit in local authorities:

Section 5 of the Accounts and Audit Regulations (England) Regulations 2015 (amended 2021) which states that 'a relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance….."

Section 151 of the Local Government Act 1972, which requires every local authority to make arrangements for the proper

Professional Standards

We work to professional guidelines which govern the scope, standards and conduct of Internal Audit as set down in the Public Sector Internal Audit Standards.

DAP, through external assessment, demonstrates that it meets the Public Sector Internal Audit Standards (PSIAS).

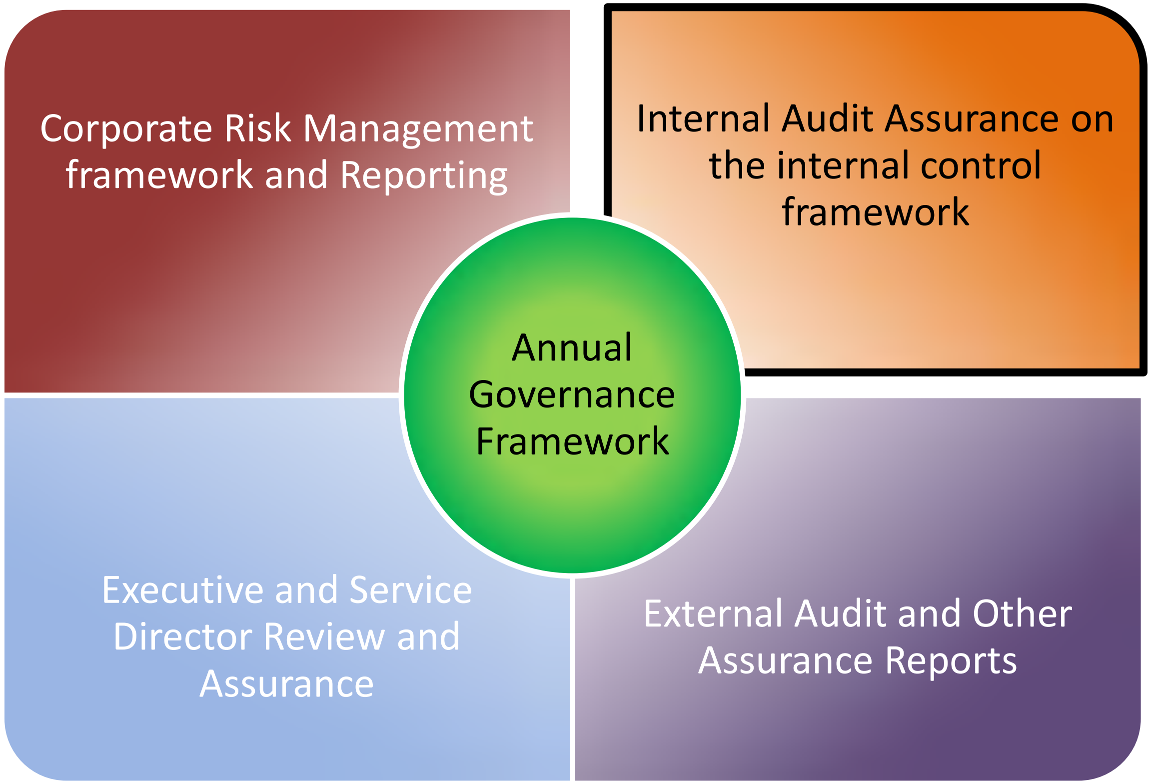
Our Internal Audit Manual provides the method of work and Internal Audit works to and with the policies, procedures, rules and regulations established by the Authority. These include standing orders, schemes of delegation, financial regulations, conditions of service, anti-fraud and corruption strategies, fraud prevention procedures and codes of conduct, amongst others.

Appendix 3 - Annual Governance Framework Assurance

The conclusions of this report provide the internal audit assurance on the internal control framework necessary for the Committee to consider when reviewing the Annual Governance Statement.

The Annual Governance Statement provides assurance that
- Authority's policies have been complied with in practice.
- High quality services are delivered efficiently and effectively.
- Ethical standards are met.
- Laws and regulations are complied with.
- Processes are adhered to.
- Performance statements are accurate.

The statement relates to the governance system as it is applied during the year for the accounts that it accompanies. It should:
- Be prepared by senior management and signed by the Chief Executive and Chair of the Audit Committee.
- Highlight significant events or developments in the year.
- Acknowledge the responsibility on management to ensure good governance.
- Indicate the level of assurance that systems and processes can provide.
- Provide confirmation the Authority complies with CIPFA / SOLACE Framework Delivering Good Governance in Local Government. If not, a statement is required stating how other arrangements provide the same level of assurance.
- Provide a narrative on the process that has been followed to ensure that the governance arrangements remain effective. This includes comment on:
  - The Authority.
  - Audit Committee.
  - Risk Management.
  - Internal Audit.
  - Other reviews / assurance.



The AGS needs to be presented to, and approved by, the Audit Committee, and then signed by the Chief Executive and Leader of the Authority.

The Committee should satisfy themselves, from the assurances provided by the Corporate Risk Management Group, Executive and Internal Audit that the statement meets statutory requirements and that the management team endorse the content.

Appendix 4 - Basis for Opinion

The Chief Internal Auditor is required to provide the Authority with an opinion on the adequacy and effectiveness of its accounting records and its system of internal control in the organisation.

In giving our opinion, it should be noted that this assurance can never be absolute. The most that the internal audit service can do is to provide substantial assurance, formed from risk-based reviews and sample testing, of the framework of governance, risk management and control.

This report compares the work carried out with the work that was planned through risk assessment; presents a summary of the audit work undertaken; includes an opinion on the adequacy and effectiveness of the Authority's internal control environment; and summarises the performance of the Internal Audit function against its performance measures and other criteria. The report outlines the level of assurance that we are able to provide, based on the internal audit work completed during the year. It gives:

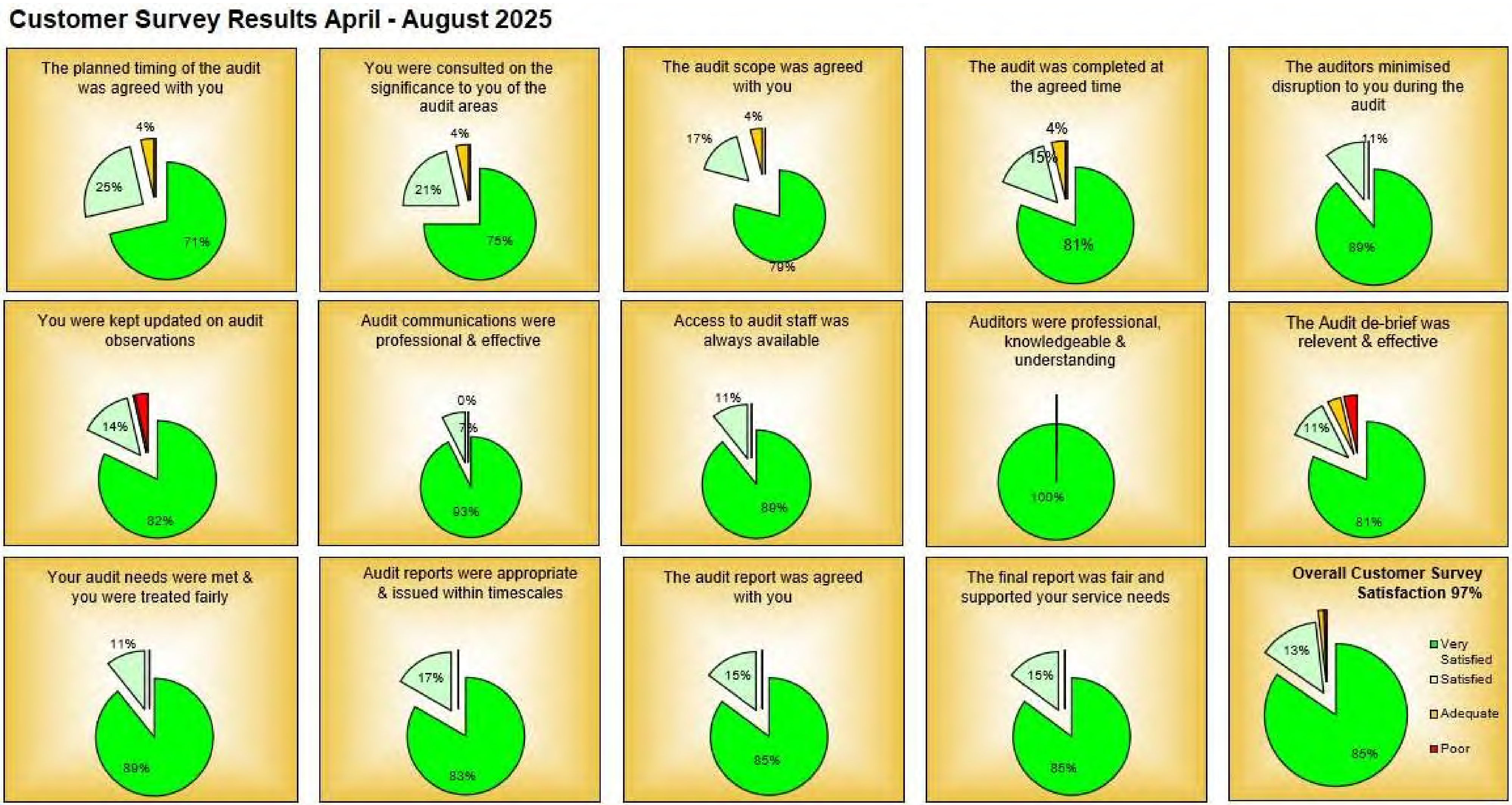
- a statement on the effectiveness of the system of internal control in meeting the organisations objectives:
- a comparison of internal audit activity during the year with that planned;
- a summary of the results of audit activity and;
- a summary of significant fraud and irregularity investigations carried out during the year and anti-fraud arrangements.

The extent to which our work has been affected by changes to audit plans has not been notable this year and we have been able to accommodate the changes required within planned resources and completed the work.

In assessing the level of assurance, the following have been taken into account:

- All audits completed during 2024/25, including those audits carried forward from 2023/24;
- Any follow up action taken in respect of audits from previous periods;
- Any significant recommendations not accepted by management and the consequent risks;
- The quality of internal audit's performance;
- The proportion of the organisations audit need that has been covered to date;
- The extent to which resource constraints may limit this ability to meet the full audit needs of the Organisation;
- Any limitations that may have been placed on the scope of internal audit.

Appendix 5 – Customer Satisfaction Results



NPA/AG/25/009

Dartmoor National Park Authority
Audit & Governance Committee

7 November 2025

Financial Management 1 April to 30 September 2025 and Forecast of Financial Outturn 2025/26

Report of the Head of Business Support

Recommendation: **That the content of the report be noted**

1 Monitoring and Management of Revenue Budgets (April to September 2025)

1.1 This report enables Members to monitor income and expenditure variations against the approved budget. Effective budgetary control is essential to ensure priorities are delivered in accordance with the Authority's plans. Budget Management is a dynamic process, resulting in the budget being subject to many variations, both favourable and unfavourable throughout the year.

1.2 The Authority's Financial Regulations provide delegated authority for the Chief Executive (National Park Officer) in consultation with the Chief Financial Officer to enact budget virement below £30,000. Above that sum, Members' approval would be sought.

1.3 Processes for sound budget management are well established within the Authority, with quarterly reports to the Leadership Team and detailed and continuous budget monitoring being carried out across all Directorates involving Heads of Service, spending officers and finance staff. This ensures the early identification of pressures and variances so that timely management action can be taken to adjust the budget and/or work programmes accordingly.

2 Forecast Outturn Position as at the 30 September 2025

2.1 The 2025/26 net budget was set at £4,096,740 (NPA/25/11) funded by National Park Grant (NPG) fees and charges and Earmarked Reserves. The Authority approved various transfers to reserves at the end of the 2024/25 financial year (NPA/AG/25/004) which are subsequently brought forward and allocated to the 2025/26 (in-year) budget so that projects can be completed.

2.2 During the development of the 2025/26 Budget and Medium-Term Financial Plan (MTFP), Members were advised that it might be necessary to use reserves in order to set a balanced budget. At that stage, there was uncertainty around the level of the National Park Grant (NPG) from Defra, as confirmation had been delayed.

Three potential funding scenarios were presented to Members, ranging from a flat cash settlement to a possible 9% reduction in grant funding. In the worst-case scenario, this would require drawing down £615,203 from reserves. The approved budget was based on an assumed flat cash settlement, with the NPG estimated at £3.8 million.

In April 2025, the Authority was informed that the NPG would in fact be reduced to £3.5 million, but the Authority would be in receipt of a capital grant of £1.4 million. Official confirmation of this position was not received until the end of May 2025. This reduction represents an 8.2% decrease in revenue funding.

When the recent increase in employer National Insurance contributions is also taken into account the overall impact is equivalent to a 13% reduction in revenue funding. This represents a greater cut than any experienced during the austerity period.

2.3 Current projections, based on figures at the end of September (month 6) indicate that a surplus of £101,267 may arise. A Cost Centre summary can be found at Appendix 1 and a more detailed variance analysis against budget for each service area can be found at Appendix 2.

2.4 The Local Government Employers have agreed a pay increase of 3.2%. We factored in 3%. However, vacancy savings have alleviated these additional expenses.

2.5 The main variations and movements in the management accounts are set out below:

Salaries – Currently showing a surplus of £339,131. The authority has experienced difficulty and delays in recruiting staff which has generated vacancy savings (i.e. saving in pay between officer leaving and replacement starting). This has been particular to external funded projects, like Headwaters and the delay experienced in permission to start on Dynamic Dartmoor Landscape Partnership. Whilst this eases the financial pressure on the Authority the delay in staff recruitment increases pressure on remaining staff and on delivery of services and key actions in the Business Plan (see NPA/25/013).

Travel and transport – Currently forecasting overspend of circa £30,689. The main costs have been in relation to hire of vehicles, particularly with in Peatland sand Headwaters, which are all externally funded.

Visitor Management – The underspend expected is mainly due to the receipt of costs awarded to the Authority for the backpack camping case. Car parking revenue is expected to meet budget projections, with the majority of visitors now using the RINGO app for payments. However, forecasting income for the final two quarters is challenging due to the impact of weather conditions. If conditions are favourable, it is possible that revenue could exceed the budget. All income generated is used to maintain and manage the car parks and associated services. The following table provides the income generated to the end of quarter 2.

Carpark	Qtr1	Qtr2	Total to date
Haytor	30,723	38,070	68,793
Princetown	16,283	18,934	35,217
Meldon	15,833	15,181	31,014
Postbridge	12,210	15,691	27,091
Lydford	5,481	5,806	11,287
	80,530	**93,682**	**174,212**

Visitor Centres – The increase in staff expenses is due to anticipated redundancy costs associated with the closure of the Princetown Visitor Centre.

Education – increase income within this service area reflects a contribution from the Dartmoor Preservation Association (DPA) towards the costs of a Community Engagement Ranger. Members will be aware that the DPA established a crowdfunding campaign in connection with the backpack camping case. The funds raised have enabled the DPA to support this role and to contribute towards associated costs incurred by the Authority that were not covered by the court-awarded costs.

Development Management – The anticipated budget underspend is primarily as a result of vacancy savings. Planning appraisals costs have also been lower than expected. However, this has been offset by a number of appeal costs being awarded. The projected planning income is expected to fall short of the target budget by approximately £33,284, but this has been offset by the pre-app charges, which is expecting to achieve additional income of £27,104. Given the demand-driven nature of this service, factors such as planning appraisals and public notices may undergo changes before the end of the year, and the inherently unpredictable nature of the planning process makes accurate forecasting difficult.

Forward Planning – increase cots relate to the officers working on the National Park Management Plan, Local Plan and Climate Action Plan. These costs are expected to come from ringfenced reserves. It should be noted the likelihood that of additional costs going forward are expected for this work, but these are yet to be determined and will be met from reserves.

Legal – This year the authority has instructed Tozers to provide legal support, and the expense is expected to be less than our budgeted costs. However, we have instructed Richard Honey KC to provide legal advice on the Byelaw review and the implications of the backpack camping judgement.

Corporate & Democratic Core – the underspend in this service area is due to a legacy income of £80,000 generously bequeathed from the estate of Audrey Price. This much-appreciated contribution is being carefully considered for future use, with the intention that any expenditure will be made in Audrey's name in recognition of her generosity.

2.6 Within the budget the Authority set aside a **Project Fund** balance of £75,000. At the time of writing this report, the balance remaining in the Fund is £35,250. Full utilisation of the Fund is anticipated by year-end, although some balances may be carried forward as projects can span more than one financial year. Bids made to the Fund and approved by Leadership Team are set out in the following table:

Project Fund 2025/26	£
Opening Balance	**(75,000)**
75th Anniversary Book contribution	8,000
CEO Recruitment	30,000
Staff Training - Excel	1,750
Balance Remaining	**(35,250)**

3 Capital Programme and Prudential Indicators

3.1 The Authority's current capital programme is as follows:

Capital Scheme	2025/26 Budget £	2025/6 Forecast £	2026/7 Budget £
Replacement Vehicles for Rangers	60,000	60,000	0
Revenue funded from Capital under Statute-Public Rights of Way & Access Staff	0	211,900	0
Meeting Rooms and Public Recording System upgrade	0	20,000	0
Office equipment	0	10,000	0
DNPA systems development project officer	0	39,200	55,950
Website development including staff time (project management)	0	73,300	0
Leases	0	17,500	
Invest to save capital projects	0	1,021,937	0
Total	**60,000**	**1,453,837**	**0**

Funded From	£	£	£
Capital receipts	(60,000)	0	0
Capital Grant (Defra)	0	(1,453,837)	0
Total	**(60,000)**	**0**	**0**

3.2 The Authority rarely has a capital programme; however, as noted above, the additional £1.4m received from Defra has provided the opportunity to implement one for 2025/26. Members are aware that a task and finish group has been established to explore options for using the capital grant. A range of ideas is being considered, with several already in development, which was discussed with members (NPA/25/032) at the September Authority meeting. One achievement to date is the ability for the Authority to make use of the CIPFA standard 'Revenue funded from Capital under Statute', this allows items traditionally supported through revenue grants using the capital funding. All capital funding is expected to be fully spent by March 2026.

4 Treasury Management Stewardship – mid year performance

4.1 In December 2021, the Chartered Institute of Public Finance and Accountancy (CIPFA) published a revised Code of Practice for Treasury Management and a revised Prudential Code. In compliance with the code, the Authority approves a Treasury Management Policy & Investment Strategy annually (NPA/25/012). This sets out the detail on how the function is to be carried out, and delegates overall management of it to the Chief Finance Officer.

4.2 The Authority seeks to operate its accounts in credit, and any short-term surplus funds are deposited with in our bank accounts or the Barclays Treasury Deposit Account. Various forecasts have to be made about the likely interest rate movements and cash flow variations and an estimate of likely income from investment receipts are included in each year's Revenue Budget.

The following table shows the outturn position for the previous six financial years, the current position and a forecast outturn for 2025/26

2019/20 Outturn	2020/21 Outturn	2021/22 Outturn	2022/23 Outturn	2023/24 Outturn	2024/25 Outturn	2024/25 Forecast
£23,726	£5,488	£386	£24,157	£105,296	£116,684	£100,000

* Budget £100,000

5 Reserves

5.1 The level of the Authority's reserve balances is determined in part by our on-going work programmes and projects, see Appendix 3; and by using a risk-based analysis and methodology as set out at Appendix 4. Reserve funding is allocated or matched with expenditure according to project / programme requirements, but it should be noted that some projects straddle more than one financial year, or are dependent on partnerships, where timing of spend is uncertain. Therefore, forecasting beyond the current year is subject to considerable change.

5.2 The following table, based on the current financial position, sets out what the earmarked reserves are likely to be as at 31 March 2026 (with a 2024/25 comparator). It should be noted that grants and contributions received in 2025/26 and not spent, are carried forward via reserves as committed expenditure and therefore cannot be used for any other purposes (than for that given). The majority of our reserve balances are held to fund specific projects, including partnerships and capital spending; or have been set up to mitigate against financial risk, for example loss of income, cuts in DEFRA funding or other externally imposed regulatory requirements e.g., changes in pay, terms and conditions.

Actual 2024/25	Earmarked Reserves	Forecast 2025/26
£		**£**
(3,083,400)	**Opening Balance**	**(3,137,561)**
135,210	Use of reserves in year (appendix 3)	2,149,218
(189,938)	Contributions to reserves / carry forwards*	(2,018,549)
(31,942)	Capital Receipt Reserve	0
32,509	Capital Grant unapplied Reserve	0
(3,137,561)	**Closing Balance (forecast)**	**(3,006,892)**

(500,000)		**(500,000)**

* Grants and contributions received from partners that are ring-fenced for specific projects i.e., committed expenditure

5.3 As mentioned previously the Authority was expecting the need to draw down from the reserves to set a balance budget. However, due to additional income from the court cost reimbursements and the ability to use REFCUS, this need has been greatly reduced, the following table provides clarity:

	£
Reserves to balance flat cash budget	270,875
Additional reserves required after confirmed NPG	293,837
Total reserves required	**564,712**
Revenue to Capital conversion incl REFCUS	(300,000)
Court Cost reimbursement	(156,375)
DPA Engagement Ranger contribution	(50,000)
Legacy income	(80,000)
Grants and contributions allocated	(91,369)
Remaining Under/Overspends within services	11,765
Budget underspend	**(101,267)**

5.4 Reserve balances are closely monitored during the year and as we have now started the process of building the 2025/26 Budget and the Medium-Term Financial Plan (up to 2028) the balances are likely to change. Members will note that the current forecast for total reserve balances are anticipated to fall to circa £3.5m by the end of 2027, reflecting the fact that reserve balances are “working balances” and not just used to “save up funds” without proper purpose.

6 Sustainability and Equality Impact

6.1 Consideration is always given, when deciding which areas of expenditure should be supported, of the impact on under-represented groups, and the need to promote equal opportunities both as an employer and in respect of the services provided.

7 Conclusions

7.1 At present we are projecting an outturn surplus of £101,267 reflects a negative 2.45% variance from the revised budget. As stated, this surplus has been primarily due to staff vacancies, court cost reimbursements from the Backpack camping case, contributions from DPA and the legacy receipt from Audery Price’s estate. It is important to note that there may be further fluctuations between now and the end of the year which could cause the projected outturn figure to change.

7.2 The projected surplus needs to be considered against the fact that the revenue budget for 2025/6 was expecting to draw down from reserves £564,712. If future funding is to remain as flat cash at the current NPG rate, there will be a need to undertake a business review with programmes of work being reduced or even stopped. To continually prop up the revenue budget from reserves is not sustainable. The injection of the capital grant has given the authority the ability to invest to save or generate, but it is highly unlikely any income generation or savings made from the investment will plug the revenue funding gap.

7.3 Members will receive the month 9 budget management report at the Audit and Governance meeting in February, and this will provide a more accurate year-end financial forecast. Members will be notified at the earliest opportunity, if any new budget pressures or significant variation are likely to occur. Action to fundamentally realign the budget is not recommended at this time

ANGELA STIRLAND

Background Papers
NPA/25/011: 2025/26 Net Revenue Budget, Medium Term Financial Plan & Capital Budget NPA/25/012: Treasury Management Investment Strategy 2025/26
NPA/AG/25/004: Financial Outturn 2024/25

Attachments – Appendix 1 - Revenue Budget Monitoring Report Summary
Appendix 2 - Month 6 Variance Analysis
Appendix 3 - General and Earmarked Reserve Balances
Appendix 4 - Reserves: Risk Based Analysis

20251107 AS 2025-26 Fin Mgt Apr-Sept

Dartmoor National Park Authority Budget Monitoring Summary - Month 6 Appendix 1 to NPA/AG/25/009

Functional Strategy	Original Budget 2025/26 £	Budget Variation 2025/26 £	Revised Budget 2025/26 £	Actual & Committed Month 6 £	Budget Remaining 2025/26 £	Projected Outturn 2025/26 £	Year End Deficit/ (Surplus) £
Biodiversity	146,556	0	146,556	75,096	(71,460)	150,028	3,472
Land Management	34,279	0	34,279	26,193	(8,086)	32,866	(1,413)
ELMS	0	0	0	115,612	115,612	0	0
Farming in Protected Landscapes	0	0	0	(301,882)	(301,882)	0	0
Land Use Management Group	0	0	0	18,764	18,764	0	0
Woodlands	59,960	0	59,960	6,374	(53,586)	47,345	(12,615)
Headwaters project	29,318	0	29,318	256,725	227,407	7,392	(21,926)
Dartmoor Landscape Partnership	0	0	0	15,472	15,472	0	0
Peatlands Project	0	0	0	87,736	87,736	0	0
Hill Farm Project	413	0	413	62,943	62,530	6,643	6,230
Natural Environment	270,526	0	270,526	363,033	92,507	244,274	(26,252)
Archaeology	169,036	12,900	181,936	81,707	(100,229)	167,214	(14,722)
Built Environment	52,338	0	52,338	26,186	(26,152)	52,273	(65)
Higher Uppacott	6,858	0	6,858	3,796	(3,062)	3,664	(3,194)
Cultural Heritage	228,232	12,900	241,132	111,689	(129,443)	223,151	(17,981)
Visitor Management	(74,433)	26,400	(48,033)	(182,390)	(134,357)	(191,328)	(143,295)
Access	133,418	0	133,418	15,233	(118,185)	166,854	33,436
Public Rights of Way	130,118	0	130,118	65,431	(64,687)	126,269	(3,849)
Sustainable Transport & Tourism	2,500	0	2,500	0	(2,500)	2,500	0
Recreation Management, Traffic & Transport	191,603	26,400	218,003	(101,726)	(319,729)	104,295	(113,708)
Visitor Centres	239,005	0	239,005	161,697	(77,308)	251,754	12,749
Retail	(33,176)	0	(33,176)	101,150	134,326	(32,554)	622
Communications	193,496	0	193,496	111,843	(81,653)	194,855	1,359
Education	190,084	0	190,084	38,774	(151,310)	125,552	(64,532)
Education, Information & Communication	589,409	0	589,409	413,464	(175,945)	539,607	(49,802)
Rangers	502,370	0	502,370	262,150	(240,220)	515,427	13,057
Conservation Works Service	159,089	0	159,089	61,562	(97,527)	125,658	(33,431)
Rangers, Estates & Volunteers	661,459	0	661,459	323,712	(337,747)	641,085	(20,374)
Development Management	498,073	0	498,073	317,459	(180,614)	480,504	(17,569)
Forward Planning & Community	202,649	0	202,649	169,950	(32,699)	247,559	44,910
Corporate and Democratic Core	317,663	38,000	355,663	167,088	(188,575)	249,955	(105,708)
Information Technology	285,966	0	285,966	141,484	(144,482)	279,770	(6,196)
Corporate Operating Costs	163,263	0	163,263	129,935	(33,328)	159,865	(3,398)
Administration and Finance	178,959	0	178,959	109,964	(68,995)	183,444	4,485
Legal & Democratic Services	75,000	0	75,000	62,174	(12,826)	97,517	22,517
Human Resources	216,307	1,750	218,057	120,380	(97,677)	221,086	3,029
Office Accommodation (Parke)	128,715	0	128,715	77,378	(51,337)	117,216	(11,499)
Office Accommodation (Princetown)	13,916	0	13,916	32,778	18,862	36,852	22,936
Corporate Services	1,062,126	1,750	1,063,876	674,093	(389,783)	1,095,750	31,874
Project Fund	75,000	(39,750)	35,250	0	(35,250)	(35,250)	0
Total Net Expenditure	4,096,740	39,300	4,136,040	2,438,762	(1,697,278)	3,790,930	(274,610)

Funded By:	£			£	£	£	£
National Park Grant - Revenue	(3,825,865)	293,837	(3,532,028)	(1,756,014)	1,776,014	(3,532,028)	0
National Park Grant - Capital						(300,000)	(300,000)
From Reserves per Budget	(270,875)	(293,837)	(564,712)		564,712	0	564,712
Other Reserve Movements:	0	0	0	0	0	0	0
B/Fwd orders and commitments		(39,300)	(39,300)	0	39,300	(39,300)	0
Grants and Contributions to allocate at year end						(91,369)	(91,369)
Carry forwards at Year end			0	0	0	0	0
Total	(4,096,740)	(39,300)	(4,136,040)	(1,756,014)	2,380,026	(3,962,697)	173,343

Budget Variation - (Under) / Over Spend	**0**	**0**	**0**	682,748	682,748	(171,767)	(101,267)

Appendix 2 to NPA/AG/25/009

VARIANCE ANALYSIS	Salaries £	Travel & Subsistence £	Premises £	Transport £	Supplies & Services £	Expenditure Overspend (Underspend) £	Grants £	Sales Fees & Charges £	Income Deficit (Surplus) £	Total Variance Deficit (Surplus) £	Explanation
BIO-DIVERSITY	5	(710)			152	(553)	4,025		4,025	3,472	Grant income and sale of wood less than budgeted
LAND MANAGEMENT	52	(675)			(640)	(1,263)		(150)	(150)	(1,413)	
ELMS	(44,222)	878			77,802	34,458	(34,458)		(34,458)	0	
FARMING IN PROTECTED LANDSCAPES	3,047	215			784,150	787,412	(787,412)		(787,412)	0	
LAND USE MANAGEMENT GROUP	6,434	31			269,155	275,620	(275,620)		(275,620)	0	
WOODLANDS	(15,943)	(100)			3,428	(12,615)			0	(12,615)	Vacancy savings
HEADWATERS PROJECT	(144,503)	1,642		11,073	101,255	(30,533)	8,607		8,607	(21,926)	Vacancy savings
DARTMOOR LANDSCAPE PARTNERSHIP	(54,876)				7,000	(47,876)	47,876		47,876	0	
PEATLANDS PROJECT	283	(742)		30,659	356	30,556	(30,556)		(30,556)	0	
HILL FARM PROJECT	5,548	(241)		0	16,568	21,875	(15,645)		(15,645)	6,230	Staff costs, to be funded from DHFP ring fenced reserves
NATURAL ENVIRONMENT	**(244,175)**	**298**	**0**	**41,732**	**1,259,226**	**1,057,081**	**(1,083,183)**	**(150)**	**(1,083,333)**	**(26,252)**	
ARCHAEOLOGY	(17,194)	(578)		132	(2,924)	(20,564)	5,842	0	5,842	(14,722)	Vacancy savings
BUILT ENVIRONMENT	102	(300)			133	(65)		0	0	(65)	
UPPACOTT		103	(1,459)			(1,356)		(1,838)	(1,838)	(3,194)	Electricity expense less than budgeted. Rental income
CULTURAL HERITAGE	**(17,092)**	**(775)**	**(1,459)**	**132**	**(2,791)**	**(21,985)**	**5,842**	**(1,838)**	**4,004**	**(17,981)**	
VISITOR FACILITIES	(14,058)	(250)	(1,278)		29,467	13,881		(157,176)	(157,176)	(143,295)	Vacancy savings and Backpack camping court cost reimbursement.
ACCESS & RECREATION	2,246	(613)		1,160	157,305	160,098	(126,662)		(126,662)	33,436	Active Travel England project expenses,funded by ring fenced grant held in reserves
PROW	(3,893)	0			1,764	(2,129)	(1,720)		(1,720)	(3,849)	Vacancy savings
SUSTAINABLE TOURISM & TRANSPORT	0	0				0			0	0	
RECREATION MANAGEMENT	**(15,705)**	**(863)**	**(1,278)**	**1,160**	**188,536**	**171,850**	**(128,382)**	**(157,176)**	**(285,558)**	**(113,708)**	
VISITOR CENTRES	13,984	1,026	(2,911)		325	12,424		325	325	12,749	Redundancy costs for Princetown VC closure
RETAIL	66	(164)		113	607	622			0	622	
COMMUNICATIONS	927	337			95	1,359			0	1,359	
EDUCATION	1,292	(246)		402	1,621	3,069		(67,601)	(67,601)	(64,532)	Dartmoor Presevation Association contribution towards Community Engangement Ranger
PROMOTING UNDERSTANDING	**16,269**	**953**	**(2,911)**	**515**	**2,648**	**17,474**	**0**	**(67,276)**	**(67,276)**	**(49,802)**	
RANGERS	(8,682)	0	2,348	(1,385)	33,410	25,691	(12,000)	(634)	(12,634)	13,057	Vacancy savings
CONSERVATION WORKS SERVICE	(22,266)	6	(797)	(6,629)	(3,745)	(33,431)			0	(33,431)	Vacancy savings
RANGERS, ESTATES & VOLUNTEERS	**(30,948)**	**6**	**1,551**	**(8,014)**	**29,665**	**(7,740)**	**(12,000)**	**(634)**	**(12,634)**	**(20,374)**	
DEVELOPMENT MANAGEMENT	(37,585)	666		0	13,744	(23,175)		5,606	5,606	(17,569)	Vacancy savings
DEVELOPMENT MANAGEMENT	**(37,585)**	**666**	**0**	**0**	**13,744**	**(23,175)**	**0**	**5,606**	**5,606**	**(17,569)**	
FORWARD PLANNING & COMMUNITY	5,529	(797)		0	40,178	44,910			0	44,910	National Park Management Plan and Local plan costs to date, to be funded from reserves
FORWARD PLANNING	**5,529**	**(797)**	**0**	**0**	**40,178**	**44,910**	**0**	**0**	**0**	**44,910**	
CORPORATE CENTRE	2,134	(1,960)		410	(472)	112		(105,820)	(105,820)	(105,708)	Legacy and Donate for Dartmoor income
CORPORATE & DEMOCRATIC CORE	**2,134**	**(1,960)**	**0**	**410**	**(472)**	**112**	**0**	**(105,820)**	**(105,820)**	**(105,708)**	
INFORMATION TECHNOLOGY	(22,170)	(733)			13,370	(9,533)		3,337	3,337	(6,196)	Vacancy savings
CORPORATE OPERATING COSTS				(1,870)	4,220	2,350		(5,748)	(5,748)	(3,398)	Reduced costs for printing and stationery
ADMIN & FINANCE	8,975				2,830	11,805		(7,320)	(7,320)	4,485	Staff costs, due to delayed Dynamic Dartmoor Landscape project permission to proceed
LEGAL					23,777	23,777		(1,260)	(1,260)	22,517	Byelaw review and implications of Backpack judgement
HUMAN RESOURCES	1,039	(200)			2,190	3,029			0	3,029	Staff pay award and cost for recruitment advertising
OFFICE ACCOMMODATION (PARKE)	(5,402)	29	(6,126)			(11,499)			0	(11,499)	Vacancy savings and utility bills forecast to be less than budgeted
OFFICE ACCOMMODATION (PRINCETOWN)			22,936			22,936			0	22,936	Princetown Ian Mercer room repairs
CORPORATE SERVICES	**(17,558)**	**(904)**	**16,810**	**(1,870)**	**46,387**	**42,865**	**0**	**(10,991)**	**(10,991)**	**31,874**	
Reserve movements					**0**	0			0	173,343	
					0	0			0		
					0	0			0		
REVENUE EXPENDITURE	**(339,131)**	**(3,376)**	**12,713**	**34,065**	**1,577,121**	**1,281,392**	**(1,217,723)**	**(338,279)**	**(1,556,002)**	**(101,267)**	

GENERAL FUND RESERVE BALANCES

GENERAL FUND RESERVE BALANCES	2025/26 Closing Balance £	2025/26 Transfers Out	2025/26 Transfers within	2025/26 Transfers In	2025/26 Closing Balance	2026/27 Forecast Movements £	2026/27 Forecast Closing Balance £	Notes
Ringfenced External Grants & Contributions with Restrictions								
Hill Farm Project (Princes Countryside Fund)	(114,791)				(114,791)		(114,791)	Cash balances are carried forward at each year end as allocated to expenditure
Communities Fund Grant (from District Councils)	(95,567)				(95,567)		(95,567)	Cash balances are carried forward at each year end as allocated to expenditure
Beacon Park affordable housing	(102,200)				(102,200)		(102,200)	to be used for affordable housing within the next 5 years
Active Travel - DfT	(47,566)	47,566			(0)		(0)	
DCLG - Neighbourhood Planning Grant	(10,000)				(10,000)		(10,000)	Community planning referendums
DCLG - Unringfenced Grants	(84,940)				(84,940)		(84,940)	
Donate for Dartmoor Balances (public donations)	(49,433)				(49,433)		(49,433)	Cash balances are carried forward at each year end as allocated to expenditure
Cave Shrimp S106	(3,000)				(3,000)		(3,000)	
Moor Medieval book sales	(3,027)				(3,027)		(3,027)	
Defence infrastucture - River Tavey bridge feasibiltiy	(5,000)				(5,000)		(5,000)	
							0	
Budget Management Fund - Provisions (risk based)							0	
Employees	(52,000)				(52,000)		(52,000)	*See risk assessment for breakdown*
Costs and Awards: Appeals/Public Enquiries/Litigation	(320,000)				(320,000)		(320,000)	*See risk assessment for breakdown*
Loss of Income and Inflation	(34,500)				(34,500)		(34,500)	*See risk assessment for breakdown*
Invest to Save and / or Generate Projects	(33,733)				(33,733)		(33,733)	
Climate Change /Emergency Declaration	(50,000)				(50,000)		(50,000)	
Annual Revenue Outturn	(916,171)	564,712		(564,712)	(916,171)		(916,171)	
							0	
Capital Expenditure Fund							0	
Vehicles - Sinking Fund - Replacement	(102,266)				(102,266)		(102,266)	
Property - Sinking Fund - Repairs & Maintenance	(200,000)				(200,000)		(200,000)	
Capital Grant Defra	0	1,453,837		(1,453,837)	0		0	Defra Capital Grant
							0	
Known Commitments							0	
National Park Management Plan	(25,590)	23,803			(1,787)		(1,787)	C/Fwd to be used as required
Conservation Volunteers - DNPA Commitment	(5,000)				(5,000)		(5,000)	C/fwd from 2019/20 to be used as match funding
Local Plan	(20,000)	20,000			0		0	
Commitments to carry forward	(39,300)	39,300			0		0	
							0	
Capital Receipts Unapplied	(52,711)				(52,711)		(52,711)	
							0	
Capital Grants Unapplied	0				0		0	
							0	
Match Funding Reserve							0	
Cash Flow management of external funding bids	(236,500)				(236,500)		(236,500)	To cover cash flow delay when claiming in arrears
Archaeological Excavation on Dartmoor	(90,000)				(90,000)		(90,000)	NPA/24/23
South West Peatland Partnership	(125,000)				(125,000)		(125,000)	NPA/21/020
Dartmoor Trust digitising DNPA photographic archive	(20,000)				(20,000)		(20,000)	
Dartmoor Foundation	(51,126)				(51,126)		(51,126)	
Dynamic Landscape	(120,196)				(120,196)		(120,196)	NPA/24/032
Unallocated fund balance	(127,944)				(127,944)		(127,944)	
Total Earmarked Reserves	**(3,137,561)**	**2,149,218**	**0**	**(2,018,549)**	**(3,006,892)**	**0**	**(3,006,892)**	
General Reserve (unallocated emergency reserve)	**(500,000)**				**(500,000)**		**(500,000)**	
Total General Fund Balance	**(3,637,561)**	**2,149,218**	**0**	**(2,018,549)**	**(3,506,892)**	**0**	**(3,506,892)**	

2023/24 RESERVES: RISK BASED ANALYSIS	Risk Level	Rate	2025/26 Opening Balance £'000	2025/26 Closing Balance £'000
Grants & Contributions with Restrictions carried forward:				
Grants & Contributions with Restrictions	N/A	Actual	(515)	**(468)**
Employees:				
Maternity / Paternity Cover / Pay Awards	Low	Est.	(52)	**(52)**
Costs & Awards:				
Appeals / Public Enquiries / Litigation	High	Est.	(320)	**(320)**
Loss of Income and / or Price Increases:				
Reduced Sales, Fees & Charges or Inflation cost	Medium	Est	(35)	**(35)**
Capital - Property:				
Repairs & maintenance (sinking fund)	High	Est.	(200)	**(200)**
Capital - Vehicles				
Provision for future replacement of vehicles (sinking fund)	Low	Est.	(102)	**(102)**
Capital Receipts Reserve	N/A	Actual	(53)	**(53)**
Capital Grants Unapplied	N/A	Actual	0	**0**
Climate Change	N/A	Actual	(50)	**(50)**
Known Commitments/Contracts				
National Park Management Plan	N/A	Actual	(26)	**(2)**
Contracts - work in progress	N/A	Actual	(64)	**(5)**
Match Funding Reserve				
Cash Flow Management of Externally funded projects	N/A	Actual	(236)	**(236)**
Archaeological Excavation on Dartmoor	N/A	Actual	(90)	**(90)**
South West peatland Partnership	N/A	Actual	(125)	**(125)**
Dartmoor Trust digitising DNPA photographic archive	N/A	Actual	(20)	**(20)**
Dartmoor Foundation	N/A	Actual	(51)	**(51)**
Dynamic Landscape	N/A	Actual	(120)	**(120)**
Unallocated fund balance	N/A	Actual	(128)	**(128)**
Revenue				
Invest to save and / or Generate Projects	N/A	Actual	(34)	**(34)**
Revenue Outturn Surplus - to be reallocated	N/A	Actual	(916)	**(916)**
General Reserve - Minimum amount to cover unanticipated costs / emergencies	N/A	Actual	(500)	**(500)**
Total Reserve Balance			**(3,637)**	**(3,507)**

NPA/25/010

Dartmoor National Park Authority

7 November 2025

Business Plan Monitoring 2025/26

Report of the Head of Organisational Development

Recommendation : **That Members note the content of the report and comment on performance against the key actions identified in the 2025/26 Business Plan**

1 Purpose of the Report

1.1 This report informs Members of the Authority's performance against the key actions identified in the Business Plan for 2025/26.

1.2 The Authority uses a spreadsheet (traffic light system) to track progress which is reviewed by Leadership Team each quarter. A copy of the Business Plan monitoring spreadsheet for 2025/26 is attached in Appendix 1.

1.3 Members will be aware that whilst this report focuses on specific key actions, the current Business Plan also recognises that the Authority's core business continues on a daily basis.

2 Performance against Key Actions

2.1 The Business Plan 2025/26 identifies 31 key actions relating to the following priorities for the Authority:

1. Better for Nature
2. Better for Cultural Heritage
3. Better for Farming and Forestry
4. Better for People
5. Better for Communities and Business
6. Be an excellent organisation

2.2 The number of key actions highlights the breadth of the work of the Authority and Members will note the nature of the key actions range from specific short-term projects to longer term strategic goals, each requiring various levels of officer and Member input and commitment.

2.3 Progress made against the 31 key actions is summarised below:

Progress	No.	%
On target / completed	18	58
Delayed / behind schedule	11	36
Unlikely to complete / will not be completed	2	6

2.4 The key actions which are unlikely to be completed in 2025/26 are detailed below:

2	**Dartmoor Headwaters programme - use of natural flood management measures within key catchments that reduce the risk of flooding, improve hydrological systems and deliver other public benefits in a way that supports local communities and the 'circular economy'. Delivery of natural flood management projects across 8 catchments** Two members of the Headwaters team left the programme in this quarter and due to uncertainty in the ongoing support from the Environment Agency (EA) for the programme we have been unable to recruit. The Authority is in active discussions with the EA but there are a number of important issues that remain to be resolved. Recruitment to the vacant posts has been frozen until we have resolved wider issues with the Environment Agency.
29	**Complete integrated management plans for the common land owned by the National Park Authority** Staff capacity led to an initial delay however the brief for the management plans has been written and will go out to tender in quarter three.

2.5 Members will note that 36% of the remaining key actions (11 of 31) are delayed or behind schedule. Leadership Team closely monitor workloads across the Authority and provide additional support or reprioritise work programmes as required. Staff turnover and recruitment to certain posts remain significant factors that affect delivery of some key actions.

2.6 Further commentary regarding some other key actions is provided below:

Key Action 3
Work at a landscape-scale to enhance nature – deliver the Walkham Landscape Recovery project; supporting the Central Dartmoor and East Dartmoor Landscape Recovery projects; and scope other opportunities for further funding (including potential new Landscape Recovery projects)

Officers continue to support the East Dartmoor and Central Dartmoor LRs as they approach submission. This raises issues of capacity and with Central Dartmoor the land that overlaps with the Walkham Valley is still to be resolved, this is a significant issue for the Authority. A paper on the East Dartmoor Landscape Recovery and the implications for the Authority will be presented to Members in the December Authority meeting.

Key Action 13
Deliver the Farming in Protected Landscape Programme for Dartmoor – Although the authority has submitted its funding claim, which has been approved and invoiced, payment from DEFRA is still outstanding. Despite us chasing, we have not received a response from Defra about the delayed payment.

Officers continue to process applications both directly (under £10,000) or via the local assessment panel (over £10,000) and have allocated 66% of the funds by the end of quarter two. There is risk in that the final amount might not be claimed but contingency plans are in place to address this if needed.

Key Action 14
Assist farmers with the transition to the new Environmental Land Management schemes and seek to ensure that these schemes are relevant to Dartmoor and build on practical experience

Working with the commoners on Buckfastleigh to produce a feasibility study that looks at how you can improve biodiversity, improve water quality, help with carbon capture, improve climate adaptation, enhance priority habitats and improve the historic environment.

This will help with an application to the Countryside Stewardship Higher Tier scheme which is now open but is by invite only.

Key Action 15
Support natural woodland regeneration and new broadleaf woodland creation
In September Members agreed for the Protected Landscapes Target and Outcomes Framework figure for Dartmoor National Park of an additional 2,867ha of tree canopy and woodland by 2050 to be incorporated into the Management Plan. Work is ongoing to see where and how this target will be reached and to engage with landowners, agencies and commoners.

Key Action 30
Commence work to either review the existing Dartmoor Local Plan or, if appropriate, commence work on a new Local Plan to ensure that planning policy continues to respond effectively to the needs and emerging issues of the National Park

We have delayed work on reviewing the Local Plan until such time that we are clear on the implications of Government reforms to the planning system. We are likely to pick up the Local Plan review in 2026 which could lead to a capacity issue given that work on the Partnership Plan review is not due to be completed until Spring 2027.

2.7 Members are invited to analyse the Business Plan monitoring spreadsheet and question or seek assurances regarding the delivery of the 2025/26 Business Plan.

3 Equality and Sustainability Impact

3.1 The Authority seeks to treat all people equally, honestly and fairly in any of its business activities, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

4 Financial Implications

4.1 There are no financial implications arising directly from this report.

5 Conclusion

5.1 Members will note that the Authority has made satisfactory progress against most of the key actions in the Business Plan 2025/26 during the first half of the business year.

5.2 The report also highlights that the Leadership Team has identified issues that are having an ongoing impact upon delivery. Leadership Team also recognises the need to provide additional support, communication and understanding to ensure that staff are able to manage and work effectively.

NEIL WHITE

Attachments: Appendix 1 – Business Plan Monitor 2025/26

20251107 NW Business Plan Monitoring 2025/26

Action No.	Key Actions in 2025/26 to help deliver our ambition	Lead Officer	Quarter 1 (April, May, June)		Quarter 2 (July, August, September)		Quarter 3 (October, November, December)		Quarter 4 (January, February, March)	
Better for Nature and Climate										
Ambition: Networks of healthy habitats that are home to many different plants, insects and animals create a more resilient natural environment, at a landscape-scale, connected within and across the boundary of the National Park. Some areas feel wilder as nature is enhanced and allowed to take its course. Dartmoor's peatlands, soils and woodlands will store significantly more carbon. Responding to climate change will be embedded in our way of life.										
1	**Fully-funded programme of peatland restoration through South-West Peatland Partnership and completion of 300 ha of peatland restoration by March 2026**	CG	**Milestone**: Ensure restoration plans are complete for sites starting in 25-26. Negotiate resource to manage DNPA peatland team. Commission South West Water (SWW) to complete peat assessments for Walkham Valley Landscape Recovery (LR).		**Milestone**: Complete restoration plans and ensure communications with landowners and commoners is delivered. Begin restoration in August.		**Milestone**: Continue restoration and explore opportunities for funding post 2027.		**Milestone**: Complete restoration for season and continue to explore funding routes.	
			Actual progress: Restoration plans underway. Discussions with SWW to carry out all LR peatland protocol requirements. Loss of Headwaters Coordinator, options for short-term replacement explored	G	**Actual progress**: Restoration plans complete for upcoming season and restoration began in August. Issue with MoD not dealing with UXO resolved in short term by Duchy paying for disposal. Discussions underway to increase DNPA team by one role.	G	**Actual progress**:		**Actual progress**:	
2	**Dartmoor Headwaters programme - use of natural flood management measures within key catchments that reduce the risk of flooding, improve hydrological systems and deliver other public benefits in a way that supports local communities and the 'circular economy'. Delivery of natural flood management projects across 8 catchments**	CG	**Milestone**: Negotiate with Environment Agency (EA) to resolve significant operational and financial challenges. Agree future model for engagement and delivery. Recruit new and replacement staff as appropriate.		**Milestone**: Development and delivery of project pipeline in priority catchments. Implement initial project changes agreed with EA.		**Milestone**: Development and delivery of project pipeline in priority catchments.		**Milestone**: Development and delivery of project pipeline in priority catchments. Implement final project/structural changes agreed with EA	
			Actual progress: Discussions started but slow. Deadline set to resolve by mid August. All recruitment and backfilling paused pending resolution. Loss of Headwaters Coordinator and Engagement Officer	R	**Actual progress**: EA submitted response with solutions to DNPA concerns but still remains unresolved due largely to inability to guarantee key changes or provide timelines. Negotiations ongoing but another resignation announced. Project continues to deliver but outputs down and recruitment delays remain.	R	**Actual progress**:		**Actual progress**:	
3	**Work at a landscape-scale to enhance nature – deliver the Walkham Landscape Recovery project; supporting the Central Dartmoor and East Dartmoor Landscape Recovery projects; and scope other opportunities for further funding (including potential new Landscape Recovery projects)**	CG	**Milestone:** Begin baseline surveys and thematic groups for Walkham Valley LR. Finalise steering group. Resolve overlap issues with Central Dartmoor. Engage with Dart Action Group around landscape initiative. Explore funding opportunities for landscape approach.		**Milestone**: Continue to work towards Erme & Yealm and Dart catchment approach. Engage with LR if round 3 launched. Complete Walkham LR baseline surveys and commission key consultants. Identify and delivery process to assess landscape priorities/vision.		**Milestone**: Provide dedicated assistance to East Dartmoor LR to produce Monitoring & Evaluation and private finance plan. Development phase complete in Dec. Continue to develop landscape/catchment approach on priority catchments		**Milestone**: Initial draft of Walkham LR vision produced.	
			Actual progress: Walkham baselining underway and project largely on track despite loss of Advisor and Defra not granting amendment for extension and additional budget. Steering group established. Discussions with Dart and Erme & Yealm groups ongoing.	A	**Actual progress:** Ongoing discussions with Dart Catchment Partnership to identify funding mechanisms for catchment approach. Planning started across group which is now undertaking coordinated actions. WVLR on track, all baseline surveys completing for this season and key contracts let. Steering group formed and met and new Project Officer recruited. Overlap issue still unresolved.	A	**Actual progress**:		**Actual progress**:	
4	**Identify and support key species through targeted partnership programmes, for example, the Curlew Recovery project and re-introduction of Pine Martens.**	CG	**Milestone**: Support monitoring of pine marten project. Support monitoring of The Species Recovery Trust forked spleenwort reintroduction programme. Support Dartmoor Curlew Recovery Project in final year.		**Milestone**: Support monitoring of pine marten project. Support Bug life's Dartmoor Invertebrate Project funding bid in final stages. Support EDLR with Monitoring and Evaluation (M&E) and species plans and develop WLR baseline contracts		**Milestone**: Commission waxcap survey in Walkham as pilot for larger project. Receive Curlew report and input into next steps for the project (wider project around waders) Support monitoring of The Species Recovery Trust forked spleenwort reintroduction programme. Help finalise M&E submission for EDLR		**Milestone**: Explore funding opportunities for larger Dartmoor waxcap project. Support Blue ground beetle PhD student. Help plan for remaining WLR species requirements.	
			Actual progress: Monitoring ongoing. Some mortality and collars beginning to fail. Preparation underway for Exmoor release in autumn. Forked spleenwort reintroduction monitoring programme is ongoing.	G	**Actual progress**: All collars for Pine Martens have now failed. Monitoring ongoing using a programme of camera traps in strategic locations and volunteer time. First Dartmoor kits identified using camera traps. Exmoor release underway. Interim monitoring of forked spleenwort plants. Second planned monitoring visit scheduled for later months in quarter 3. M&E nearing completion for ED and also assisting with geomorph surveys. Curlew report received highlighting most successful year of the programme for curlews and waders. Work ongoing with partners particularly the Duchy of Cornwall at a future programme for waders.	G	**Actual progress**:		**Actual progress**:	

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5	**Assess the potential impacts of climate change on Dartmoor (it's landscape, nature, heritage, businesses and communities). Use this assessment to inform the development of an action plan that supports the ambition for the National Park to be carbon negative by 2042.**	JM	**Milestone:** Complete procurement and appoint a consultant to deliver the climate risk assessment.		**Milestone:** Work with consultants to produce the climate risk assessment. Complete risk assessment by October to provide an evidence base for the Partnership Plan review stakeholder workshops. Engage key stakeholders with the work on Race to Zero and the risk assessment		**Milestone:** Develop the climate action plan and establish approach to embedding the climate action plan within the updated Partnership Plan, including monitoring of delivery. Continue with stakeholder engagement and ensure that the development of the action plan aligns with work being delivered through the Devon Carbon Plan.		**Milestone:** Draft action plan delivered.	
			Actual progress: Adapt 40 have been appointed to produce the climate risk assessment and work commenced in June. Regular progress meetings have been established and key staff informed of the work and the need to engage, recognising that work in climate action/adaptation is embedded within the Partnership Plan review process	G	**Actual progress:** Delivery of the climate risk assessment is on track by Adapt 40. Final reports are expected to be prepared for mid October ahead of the Partnership Plan stakeholder workshops. Adapt 40 engaged Teams internally to prepare the report. Additional work needs to be carried out to engage external audiences with Race to Zero. This is being built into the Partnership Plan workshops in the first instance.	G	**Actual progress:**		**Actual progress:**	
Better for Cultural Heritage										
Ambition: Dartmoor's cultural heritage and historic environment is protected, well managed and in good condition. The significance of the historic environment will be understood by both those living and working on Dartmoor and by visitors. Dartmoor's rich historic environment will be actively researched and celebrated.										
6	**Complete the micro-excavation of the Cut Hill cist, raise funding for this project and implement a proactive communications and engagement strategy to promote the findings and role of the Authority**	Lee Bray	**Milestone:** Excavation of log coffin. Liaise with BBC for coverage and apply for funding		**Milestone**: Undertake analysis of samples and conservation of log coffin complete archaeobotanical analyses, submit application for e-rih funding, develop and commission paleoenvironmental analysis of cist contents. Work with Comms team with LT guidance on promotion and sharing of results		**Milestone**: Ongoing analysis of samples and conservation of log coffin. Report to Authority and link to comms plan and opportunity to link to funding, complete charcoal analysis, and submit C14 samples for dating.		**Milestone**: Undertake prep and planning for publication of results. Engage with funders and use as a programme for celebrating the 75th anniversary of Dartmoor National Park if appropriate.	
			Actual progress: Funding secured to cover costs of dating programme other funding being sought for work being undertaken by Historic England specialists. Excavation now complete. BBC and Digging for Britain filming ongoing.	G	**Actual progress**: Log coffin micro excavation complete and archaeobotanical analysis underway - e-rihs funding application submitted for this work. A proposal for a comms plan has been worked out with the Comms team and now subject to engagement with LT.	G	**Actual progress**:		**Actual progress**:	
7	**Engage with interest groups (as requested) and the general public to promote understanding of and engagement with cultural heritage**	CG	**Milestone:** Deliver at least two talks and one guided walk		**Milestone:** Deliver at least two talks, one event and one guided walk as requested by partners and other organisations. Draft summary report for LT including subject, audience reached and numbers attending.		**Milestone:** Deliver at least two talks, one event and one guided walk as requested by partners and other organisations. Engage Cultural Heritage Action Group around Partnership Plan. Draft summary report for LT including subject, audience reached and numbers attending.		**Milestone:** Deliver at least two talks, one event and one guided walk as requested by partners and other organisations. Engage CHAG around PP. Draft summary report for LT including subject, audience reached and numbers attending.	
			Actual progress: four talks and two walks including walk at Powder Mills and hosted local history day	G	**Actual progress**: 3 walks (35) and 2 talks (50). Also helped run History Hunters day at Royal Albert Memorial Museum (RAMM) (600). Test pitting day at Stanlake with ACE (9)	G	**Actual progress**: I		**Actual progress**:	
8	**Support volunteer groups, through advice and funding, to enable delivery of archaeological objectives including reducing the number of nationally designated heritage assets that are at risk**	CG	**Milestone**: Complete one archaeological project through contractors, youth groups and volunteers		**Milestone**: Complete one archaeological project in the Walkham Valley through contractors, youth groups and volunteers. This will be test pitting with volunteers in a prehistoric feature within the LR area.		**Milestone**: Complete three archaeological projects through contractors, youth groups and volunteers. These will include Hut Holes, Assycombe Village and Holne Moor		**Milestone**: Complete three archaeological projects through contractors, youth groups and volunteers. These include Whit Moor stone circle and TBC	
			Actual progress: Three days of conservation works at Hound Tor with DPA and Dartmoor Youth Rangers	G	**Actual progress:** Week of test pitting in September with volunteers in the Walkham Valley which was very popular (38 volunteers, 82 days).	G	**Actual progress**:		**Actual progress**:	
9	**Develop and promote partnerships with academic institutions to further understanding of cultural heritage on Dartmoor including scoping the use of virtual reality technology to 'bring the past to life'**	Lee Bray	**Milestone**: Ensure DATES and Cut Hill have robust academic support		**Milestone:** Work with Exeter University on new medieval landscapes project.		**Milestone**: Begin work with new PhD researcher (Beth Frangleton) and complete work with Emma Stockley (viva examination). Continue to explore the potential of VR technology in presenting Dartmoor's historic environment, possibly via a DATES project successor. All with University of Leicester. Explore prospects for collaboration with University of		**Milestone**: Submit paper on White Tor as part of publication of DATES work with University of Leicester. Develop papers on Knowle Wood and Dewerstone excavation and overall interpretation of the project.	
			Actual progress: Working with Leicester and Plymouth universities to deliver key projects. Preliminary discussions held regarding VR as part of DATES project with Leicester University. Discussions held with Exeter University on future work on medieval Dartmoor.	G	**Actual progress:** Involvement with Exeter Uni medieval landscape project is reactive currently. Project is in early stages, but support has been offered should it be needed. Publication of DATES being discussed. Supported Emma Stockley with PhD thesis submission and interviewed for new PhD student with Uni of Leicester	G	**Actual progress**:		**Actual progress**:	

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Better for Farming and Forestry										
Ambition: Farming and forestry systems that sustain a resilient and thriving natural environment, store and sequester carbon, produce healthy food, high quality fibre and other products, are economically viable and deliver a wide range of public goods.										
10	**Support the development of farm clusters that promote farmer co-operation and facilitate a landscape-scale approach to nature and other public benefits (see Better for Nature and Climate)**	CG	**Milestone**: Establish Erme farmer cluster as element of priority catchment.		**Milestone**: Develop Erme cluster and explore opportunity to expand to Yealm or establish separate group. Develop interests of group and collaborative working models		**Milestone:** Continue to work to grow E&Y cluster. Develop catchment scale working and funding opportunities and integrated internal working group		**Milestone:** Develop landscape plan/vision for E&Y and expand integrated working model to external partners	
			Actual progress: Working with 'alternative' Erme group to provide support and structure. Will grow group and include Yealm	G	**Actual progress:** Taken on coordination of Erme cluster group and started to explore themes and priorities. No progress yet expanding to Yealm.	A	**Actual progress**:		**Actual progress**:	
11	**Deliver 'Boundary Boost' - a project looking at the value and management of hedgerows within the National Park funded by the Natural Environment Investment Readiness Fund**	HK	**Milestone:** Initial consultant stakeholder meetings/interviews (buyers and sellers), development of wider survey content, data modelling based on case study farms.		**Milestone:** Review modelling data to feedback with landowners, consultant interviews / surveys with stakeholders. field trial use of new survey App with potential adjustments, deliver farmer knowledge exchange events.		**Milestone:** Finalise and review findings , define outcomes from data modelling to inform potential for a model scheme, roll out wider use of App (also to inform uptake and coverage etc).		**Milestone:** Define proposed model scheme, present findings back to farmer stakeholder group inc. case studies, deliver final report to Defra.	
			Actual progress: Consultants undertaking market research & developed 1st draft survey (buyers & sellers). 1st month of biophone deployment for audio biodiversity data across 10 farms complete. Initial draft version of a new Hedge survey App complete and about to be trialled in field. Regular steering group meetings to include farmer input. Identified further data modelling options to access and assess NFM potential on trial farms.	G	**Actual progress**: Two more biophone deployments and good initial results. Consultants carrying out surveys as part of research to inform later stages. NFM modelling options have not led to usable results, seeking to outsource instead. Regular Steering Group meeting and knowledge exchange on farm with external contacts; developing links with new Survey App and working with National Association of Agricultural Contractors. Survey App being finalised for field trials.	G	**Actual progress**:		**Actual progress:**	
12	**Develop the 'Healthy Livestock' project and ensure learning is disseminated and embedded in Landscape recovery projects on Dartmoor**	DA	**Milestone**: Work with Central Dartmoor and East Dartmoor to embed initiatives across the 3 Landscape Recoveries.		**Milestone**: Develop Walkham Valley Healthy Livestock offer		**Milestone**: Work with LR members to inform scope and ensure tie-in with CD and ED.		**Milestone**: Draft project plan and costings produced for WLR implementation stage	
			Actual progress: Learning shared at a collaborative meeting with the three LR teams and representative farmers. Ideas developed with East Dartmoor for costing and integration to their delivery plan. On-going discussion with APHA and UKHSA about a field monitoring regime for ticks. Initial ideas developed for a 'black loss' model which needs costing and a grant bid.	G	**Actual progress**: Continued support to CDLR and EDLR with development of healthy livestock scheme with aim of foundational standard. Talks continue with individuals and farmer groups within Walkham and 'soils and grasslands' thematic group now formed. Work continues around tick research.	G	**Actual progress**:		**Actual progress:**	
13	**Deliver the Farming in Protected Landscape Programme for Dartmoor**	JW	**Milestone**: By early Q2 to have allocated £150k of approved projects (20% of annual allocation). Complete report on FiPL funded outputs and impact for the previous year (and circulate this as required).		**Milestone**: To have reached £420k of approved project value (cumulatively 55% of annual allocation). Deliver at least one event that supports first time applicants. Deliver regular communications that demonstrate the value of the FiPL programme.		**Milestone**: To have achieved a cumulative total of £650k (85%) approved project value (out of £760k total). Revise plans in response to announcements from Spending Review related to FiPL. Communicate with all FiPL grantees to advise on future of programme and gauge confidence to deliver their projects on time.		**Milestone**: To reach 100% Dartmoor grant allocation early in the quarter, with projects realistically able to complete by end March 2026. Maintain direct communication with grantees to assess project delivery confidence, reallocate unspent funds where required.	
			Actual progress: Allocated £244,007.24 as of 17 July 2025 (32% of budget). Report pending due to change in management.	A	**Actual progress:** 28 - FiPL projects awarded so far (16 signed); Allocated to date - £499,900.89 (66%), Remaining funds - £259,512.11 (34%), Claimed to date of total budget - £39,733.79 - (9%)	A	**Actual progress**:		**Actual progress**:	
14	**Assist farmers with the transition to the new Environmental Land Management schemes and seek to ensure that these schemes are relevant to Dartmoor and build on practical experience**	CG	**Milestone**: Prioritise ELMS advice through HFP, LR and Headwaters as available.		**Milestone**: Prioritise ELMS advice through HFP, LR and Headwaters as available. Assist Buckfastleigh commoners with PA2 application for future Higher Tier scheme.		**Milestone**: Prioritise ELMS advice through HFP, LR and Headwaters as available.		**Milestone**: Prioritise ELMS advice through HFP, LR and Headwaters as available. Assist Buckfastleigh commoners with HT scheme application.	
			Actual progress: Very few opportunities due to loss of SFI and delays to HT. Working with Buckfastleigh common to draft PA2 to improve HT application in 26	R	**Actual progress:** Met with Buckfastleigh commoners and NE on site to discuss PA2 options. Commoners finally agreed to explore PA2 which DNPA have agreed to coordinate. Higher Tier has recently reopened but in a limited and invite only capacity, leaving few options for ELMS.	A	**Actual progress**:		**Actual progress**:	

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15	**Support natural woodland regeneration and new broadleaf woodland creation**	CG	**Milestone**: Work through existing projects to increase woodland management and creation. Work with partners to encourage planting schemes in appropriate locations.		**Milestone**: Agree Protected Landscapes Target and Outcomes Framework figures to be apportioned into the Partnership Plan.		**Milestone**: Engage with partners through the Partnership Plan stakeholder workshops to agree targets and ambition. Map the various programmes and initiatives on Dartmoor that deliver woodland management and creation. Map woodland opportunities/considerations for 30x30 report.		**Milestone**: Assess the PLTOF targets in the Management Plan for tree canopy and woodland, identify schemes and programmes that are delivering appropriate woodland management and creation.	
			Actual progress: Planting planned through WVLR and carried out through headwaters in priority catchments. Exploring opps on Holne and Buckfastleigh. New DCC woodland officer started with capacity to help DNPA	G	**Actual progress**: Archaeologists providing significant input to woodland planting applications for private landowners and charities. Supporting EDLR with tree planting/woodland management plans for implementation. Through Plymouth & South Devon Community Forest - approved two applications for planting on Dartmoor. Members agreed to the apportioned targets for woodland of 2,867ha of tree canopy and woodland for Dartmoor National Park to be added to the Management Plan. cover would be created by 2050.	G	**Actual progress**:		**Actual progress**:	
Better for People										
Ambition: Dartmoor provides a warm welcome to people from all backgrounds: enriching people's lives and connecting them with this special place. Transformative experiences will inspire people to care for the National Park. All users will be responsible: caring for the place, respecting other users and local communities.										
16	**Develop and implement a Visitor Management Plan for 2025 season including seeking funding to sustain the 'Dartmoor National Park Marshals'**	RD	**Milestone**: Outline Visitor Management Plan (Comms and engagement) shared with Dartmoor Rural Crime Initiative (DRCI). Seek partner support for Dartmoor Marshals and subject to funding agree deployment timetable and conduct training for the Marshals.		**Milestone**: Subject to funding, Dartmoor Marshalls deployed. Ranger App used to record issues both thematically and spatially - report completed on key areas of concern and how they were addressed.		**Milestone**: Dartmoor Rural Crime Initiative Meeting held. Review of summer season, plans for winter season shared with all partners. Review of Dartmoor Marshalls presented to partners.		**Milestone**: Development of 2026 Visitor Management Plans. Enjoy Dartmoor carries key messages for 2026. Funding Plan initiated for Dartmoor Marshals if 2025 report highlights the requirement to carry on with the scheme.	
			Actual progress: Meeting with DRCI held in April and comms and engagement shared as well as an update on Cattle Incidents. Partners supported Dartmoor Marshals, with their deployment starting in May 2025 and monies agreed from Office of Police and Crime Commissioner (OPCC).	G	**Actual progress**: Dartmoor Marshals carried out agreed patrols throughout the summer finishing in the second weekend of September. Increase in recordings of fire pits and camper vans in particular. Report to be presented to OPCC drafted and dates set for Dartmoor Rural Crime Initiative and end of season report to Authority.	G	**Actual progress**:		**Actual progress**:	
17	**Attend at least 30 public events to promote the National Park and key messages such as 'Love Moor Life'**	RD	**Milestone**: Event programme and comms plan completed and shared with relevant staff and partners. Key events attended and key messages delivered such as Dogs on Leads.		**Milestone:** Full summer programme of events delivered, including attendance at summer shows. Key messages shared for the summer period.		Milestone: 75th anniversary programme in place to promote Love Moor Life and series of autumn and winter events delivered. Analysis completed on range (numbers and age) of audience engaged		Milestone: . Event programme and associated comms plan completed - ensuring that partner projects (Dartmoor's Dynamic Landscapes being key) also have 'Love Moor Life' messages in their programme. Highlight messages and programme to start celebrations of 75 years of DNP	
			Actual progress: Dogs on Leads campaign launched with a series of partner events and messages.17 events attended with 3021 contacts. Including the Wildlife Discovery day at Yarner, Ten Tors and Devon County Show.	G	**Actual progress:** We have attended 26 events with 4019 contacts We attended all our usual big shows Totnes, Yealmpton, Okehampton, Chagford, Kingsbridge and Widecombe Fair. Plus we went to all the smaller Dartmoor community shows/fayres thereby supporting customs and traditions. Our outreach theme for out shows was a Dragonfly making activity which then linked to our work about peat bog restoration and our links with Peat Fest SW. We had our big day of little adventures at Haytor to launch the Dartmoor Outdoor Festival (various activities to help families enjoy the outdoors, e.g. map and compass skills, orienteering, what to pack for a day on Dartmoor, putting up a backpack tent)	G	**Actual progress**:		**Actual progress**:	
18	**Deliver a programme of outreach events aimed at promoting 'access for all' and giving people from disadvantaged backgrounds the confidence and ability to visit the National Park. Including three themed 'Dartmoor Days'.**	RD	**Milestone:** Work in place to identify funding for the Community Engagement programme including through Dartmoor's Dynamic Landscapes and Dartmoor Futures. Planning and Promotion in place for themed Dartmoor Days.		**Milestone:** Breakdown of engagement to highlight Access for All across three summer events at RAMM (History Hunters), Meldon (Wildlife Festival;) and Haytor (Big Day of Mini Adventures)		Milestone: Review and/or highlight the delivery of Access for All capital programme and new routes added to the Dartmoor App. Assess use of routes (quantitative and qualitative)		Milestone: Highlight and promote programme that will specifically encourage 'access for all' during celebration f Dartmoor's 75th anniversary.	
			Actual progress: Worked with Dartmoor Futures to identify funding opportunities to deliver a programme of 'Access for All' with young people. Attended a family event for SEND children organised by DCC at Broadleas. Planning the Dartmoor's Dynamic Landscapes programme for engagement over the coming 12 months. Promotion and planning in place for Meldon Wildlife Festival, Dartmoor Outdoor Festival and History Hunters, all taking place in quarter 2.	G	**Actual progress:** Highlights include History Hunter event held at RAMM which attracted a mostly new audience for this event and another successful Meldon Wildlife Festival. We completed 3 sessions (one in Okehampton and 2 in Tavistock) of Junior Life Skills with 17 different schools attending (with yr 6 pupils) chatting to over 600 children about the Countryside/Ranger Code.	G	**Actual progress:**		**Actual progress:**	

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19	**Manage 730 kilometres of public rights of way and 38,500 ha of access land on Dartmoor with a focus on a net reduction of 'outstanding maintenance issues' (taken annually from the April baseline) of 10%.**	**SL**	**Milestone:** To complete all the Random Path Surveys in May. To prioritise and progress capital projects. To continue infrastructure replacement.		**Milestone:** To prioritise vegetation clearance on key routes. To continue with infrastructure replacement.		**Milestone:** To continue with infrastructure replacement. To prioritise drainage and surfacing works. To complete Random Path surveys.		**Milestone:** To ensure volunteers have completed all required path surveys. To prioritise and plan a capital bid to DCC. To continue infrastructure replacement.	
			Actual progress: All Random surveys completed. Over 400K of capital projects identified. April baseline 657 unresolved issues on network. New issues logged in Q1 135. 113 issues resolved in Q1. Current unresolved issues 544.	G	**Actual progress:** September baseline 570 unresolved issues on network with 92 resolved over the last quarter. All bar the last few paths cleared on all routes. Progresses with bridge installations e.g. Lydford High Down new Steel Span bridge now installed.	G	**Actual progress:**		**Actual progress:**	
20	**Develop an Active Travel Plan for Dartmoor with a range of costed schemes for improving connectivity for local communities and visitors**	**AW**	**Milestone**: Complete Research and information gathering phase undertaken by WSP contractors with officer support and prepare Authority Report for Members.		**Milestone:** Launch the public consultation on the Draft Plan. Consultation online and face to face public engagement/ workshops. Host three public open meetings across Dartmoor.		**Milestone:** Completed analysis of consultation responses and made final amendments in light of consultation process. Costed proposals for priority schemes and seeking funding sources to deliver in 2026.		**Milestone:** Dartmoor Active Travel Plan published with costed schemes and start of delivery.	
			Actual progress: Achieved. Report to Authority on 27 June. Ready for public consultation over summer/autumn.	G	**Actual progress:** Draft Plan completed. Considering proposals for priority schemes to take forward for feasibility and detailed design work. Awaiting confirmation from ATE on eligibility criteria and timescales.	A	**Actual progress:**		**Actual progress:**	
21	**Targeted work on the Two Moors Way to improve the quality of route and ease of navigation. Scope feasibility of promoting this route as a National Trail to celebrate its 50th anniversary and the 75th anniversary of Dartmoor being designated as a National Park in 2026**	**AW**	**Milestone:** Identify all of the targeted sections for improvement, to include surfacing and infrastructure. Identify likely costs of schemes and prioritise.		**Milestone:** Prioritise interventions and seek funding to implement improvements.		**Milestone:** Implementation of improvements to prioritised sections to be delivered. Use of internal staff and volunteers to deliver.		**Milestone:** Targeted sections improved.	
			Actual progress: Areas identified through Active Travel Plan. More detailed work on costings to follow.	A	**Actual progress:** Work programme established from survey data. Signage replacement and upgrade work ongoing.	A	**Actual progress:**		**Actual Progress:**	
22	**Develop five new 'Miles without Stiles' accessible routes with a total distance in excess of 10 kilometres**	**TR**	**Milestone:** Identify five new MWS routes and priorities, develop costed plan.		**Milestone:** Specifications and contracts let / procurement process completed.		**Milestone:** Delivery of new routes.		**Milestone:** Completion of delivery of new routes.	
			Actual progress: Five new routes - (1) Fingle Bridge Easy access Trail extension £10k completed (June). (2) Postbridge Access Track improvements £5k (contractor and stone arranged, work to begin w/b 14th July). (3) Spitchwick Easy Access creation and disabled bay parking improvements £2k - discussion with users. Yet to discuss with landowner. (4) Phase 2 Bellever Forest Tramper Trail improvements £5k - first section completed (June). Second section quoted for and stone delivery arranged (to be completed in August). (5) East Rook Gate - improved parking for access to moor £10k - site visits with contractors completed, quotes imminent.	G	**Actual progress:** Postbridge Access Track improvements now completed. New easy-access gate now installed adjacent to cattle grid gate. Spitchwick - materials and contractor all lined up to go. Ranger on board and landowner permission gained. Bellever Tramper Trail improvements (resurfacing and some drainage works) all completed. SWLT - new accessible picnic tables installed at Shipley Bridge and Burrator Arboretum MWS routes. Contactor lined up to do resurfacing and drainage works at Meldon Reservoir picnic site (Dec). Working with sector ranger to have surface improvements at Ringleshoots. Second tramper ordered from Beamer, delivery imminent. New Miles Without Stiles routes descriptions and maps being created to add to NP website page. East Rook Gate car park - ongoing, difficulty getting aggregate to site due to narrow lanes and bridge, options being looked into.	G	**Actual progress:**		**Actual progress:**	

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Better for Communities and Business										
Ambition: People of all ages can enjoy living and working in low carbon, flourishing communities that are connected physically and digitally. Dartmoor's communities are thriving and engaged in caring for the National Park.										
23	**Support, through our role as the local planning authority, the delivery of affordable homes for local people and other infrastructure**	**DK**	**Milestone:** Determine at least one major residential housing scheme achieving the required percentage of local needs affordable housing.		**Milestone:** Review recent appeal decisions to identify risks and opportunities in the delivery of affordable housing.		**Milestone:** Identify risk of our housing strategy against the revised national policy and weighting in the decision making process.		**Milestone:** Establish an approach/guidance for officers to robustly defend the housing strategy in the Local Plan. Develop further guidance/evidence to establish what is an appropriate level of evidence to establish housing need.	
			Actual progress: Planning permission has been granted for the approval of major residential housing schemes, the most significant being Forder Farm, Moretonhampstead. worked with a number of developers to progress pre-application discussions to develop planning applications.	G	**Actual progress:** Review of Appeal performance has been commenced. Initial findings identify that there is some risk to our housing policy which needs to be explored further. Schemes at Buckfastleigh, Chagford and Princetown likely to be presented to DM committee before the end of the year.	G	**Actual progress:**		**Actual progress:**	
24	**Develop an information-sharing forum for communities to encourage, inform and support pathways to emissions reduction and net zero**	**DK**	**Milestone:** Begin project scoping, define the forum's purpose, audience and plan content and outreach. Ensure that communications and delivery are being prepared in line with communications on Race to Zero and the Dartmoor climate action plan.		**Milestone:** Begin development of the information-sharing forum and establish a network of community climate champions to contribute to its design and promote engagement within their local areas.		**Milestone:** Launch the forum, promote it through campaigns, encourage participation, and monitor early engagement and content interaction. Support Town and Parish Councils to become a central point for sharing best practice/advice with residents on making a positive contribution to climate change action.		**Milestone:** Continue with delivery of the forum, working with partners to identify events and training. Encourage and support local action within parishes and other community groups that supports the delivery of wider climate change targets.	
			Actual progress: Delays in commencing this work due to officer capacity issues. Some initial discussions with Dartmoor Futures scoping what work would be necessary to deliver a project for energy reliance.	G	**Actual progress:** Work have commenced to develop a strategy for energy reliance with Dartmoor Futures. Work to create clear guidance for home and business owners has commenced and funding opportunities are being explored. The establishment of a network and community champions are likely to be explored later in the year.	A	**Actual progress:**		**Actual progress:**	
Be an Excellent Organisation										
Ambition: A motived, well-resourced organisation working effectively and efficiently to deliver key services and, with partners, to deliver National Park purposes and the vision in the Dartmoor Partnership Plan.										
25	**Working with the Partnership Board, commence the review of the Dartmoor Partnership Plan with the aim of adopting a revised plan by 2027 and establishing a robust monitoring strategy to track and evaluate progress throughout the lifetime of the plan.**	**JM**	**Milestone:** Formally establish a new governance structure for the Partnership Plan. Prepare a detailed project plan and timeline for the review process and explore opportunities for joint delivery with partners.		**Milestone:** Continue delivery of the Partnership Plan review against the project plan and delivery timetable. Produce a partnership comms strategy for the Partnership Plan.		**Milestone:** Continue delivery of the Partnership Plan review against the project plan and delivery timetable.		**Milestone:** Continue delivery of the Partnership Plan review against the project plan and delivery timetable**.**	
			Actual progress: Governance structure for the Partnership Plan formally established**.** Timeline and approach to review has been approved by the Partnership Board and Members. An internal working group has been established to support the review. A public survey on priorities is being prepared for launch in August. Partnership Board meeting in July will discuss the structure of the updated Plan. Additional capacity has been provided from comms to support the development of a partnership comms strategy	G	**Actual progress:** The public opinion survey ran through August/September in line with the review timetable. Preparation is underway for the stakeholder workshops to be delivered in November/December with support from an external facilitator. Working with the Partnership Board, the Vision and Partnership Plan structure has been revised and agreed - work on the monitoring framework can now begin. A draft communications plan has been prepared for review.	G	**Actual progress:**		**Actual progress:**	
26	**Develop a revised Climate Action Plan for the National Park Authority**	**DK**	**Milestone:** Prepare and produce draft climate action plan and include estimated costings for delivery. Produce methodology for calculating annual carbon emissions internally.		**Milestone:** Adoption of updated climate action plan and complete 2024/25 carbon footprint calculations.		**Milestone:** Commence internal engagement with climate action plan and workstreams developed to initiate delivery.		**Milestone:** Continue with delivery of climate action plan and prepare for 2025/26 carbon footprint calculations.	
			Actual progress: Draft climate action plan completed and includes estimated costings. Carbon accounting training carried out and methodology completed. Work on 2024/25 calculations has commenced.	G	**Actual progress:** The 2024/25 carbon footprint calculations have been completed. Adoption of the updated Climate Action Plan has been delayed until November (Q3) due to the timing of Authority meetings	G	**Actual progress:**		**Actual progress:**	

Action No.	Key Actions in 2025/26 to help deliver our ambition	Lead Officer	Quarter 1 (April, May, June)		Quarter 2 (July, August, September)		Quarter 3 (October, November, December)		Quarter 4 (January, February, March)	
27	**Commence delivery of the Dartmoor Dynamic Landscapes Heritage programme with funding from the National Lottery Heritage Fund**	JS	**Milestone:** Projects delivered to time, cost and quality for the quarter, quarterly progress report and claim submitted to HF complete and on time, Boards met as scheduled. Relevant projects have provided monitoring & evaluation reporting. Fundraising plan actions complete for quarter. Risk management actions and reporting up to date.		**Milestone:** Over 90% of projects as scheduled and milestones for the quarter achieved Projects running to budget, grants claimed and received on time, %match funding secure Stakeholder expectations met Overall risk to the programme is reducing, realistic plans in place for any specific increases in risk Project outputs delivered as planned, overall and this quarter		**Milestone:** Over 90% of projects as scheduled and milestones for the quarter achieved Projects running to budget, grants claimed and received on time, %match funding secure Stakeholder expectations met Overall risk to the programme is reducing, realistic plans in place for any specific increases in risk Project outputs delivered as planned, overall and this quarter		**Milestone:** Projects delivered to time, cost and quality for the quarter, quarterly progress report and claim submitted to HF complete and on time, Boards met as scheduled. Relevant projects have provided monitoring & evaluation reporting. Fundraising plan actions complete for quarter. Risk management actions and reporting up to date.	
			Actual progress: of the 15 projects within DDL 7 are scheduled to start early in year 1. Of these 7 , 6 are underway in Q1. There has been a delay signing the formal grant contract with The Heritage Fund due to a technical issue at their end, this is resolved late June and documents circulated to Partners for signing. The main impact of this delay relates to recruiting for new posts within the programme, hence the Amber rating and 1 scheduled project not started, we will catch up in short to medium term. Staff costs have increased following a minor restructure of the programme team and NI, accommodated within contingency budget. Bid submitted to Arts Council England £48k. Partners have met twice, three progress meetings with NLHF. Risks otherwise unchanged.	A	**Actual progress:** 5 of 15 projects are a little behind schedule (66% on track) but are expected to catch up quickly. A focus on recruitment of new staff this qtr. by DNPA, Sustrans and Woodland Trust. Moorland Birds (RSPB), Festivals (EEA), Hall Farm (WT) projects making good progress this qtr. Programme on budget, increase in staff cost (reported last qtr.) reduced, first grant claim from Heritage Fund (NLHF) expected October. Bid to Arts Council (ACE) unsuccessful but reapplied for £30k. Match funding secured 84% (no change) One regular review meeting with NLHF, full partnership meeting next qtr. Overall risk slightly increased, due mainly to slow start (behind schedule) and additional match funding need.	A	**Actual progress:**		**Actual progress:**	
28	**Deliver a capital investment programme aimed at income generation.**	KB	**Milestone:** Liaise with external experts to identify capital investment opportunities with potential to generate income. Report these options to Authority for discussion and agreement. Establish Task and Finish group		**Milestone:** Proposals for capital spend developed and presented to Authority (September) for approval/delegated authority to spend		**Milestone:** Due diligence completed. Investment decisions action/assets acquired		**Milestone:** Due diligence completed. Investment decisions action/assets acquired	
			Actual progress: Authority has approved the establishment of a Task and Finish Group. Initial opportunities identified for consideration by Task and Finish Group	G	**Actual progress:** Priorities for capital investment identified and agreed by Authority with delegated responsibility to Chief Executive (in consultation with the Chair and Task and Finish Group) to make final decision. Negotiations with potential vendor are ongoing. Officers are also developing alternative plans should preferred acquisition/investment not materialise.	A	**Actual progress:**		**Actual progress:**	
29	**Complete integrated management plans for the common land owned by the National Park Authority**	RD	**Milestone:** Brief for tender for integrated management plans for common land written and advertised.		**Milestone:** Brief agreed internally, advertised and contractor appointed		**Milestone**: First report received and shared with Leadership Team. Align report to wider work on DNPA holdings looking at a cost benefit analysis		**Milestone:**	
			Actual progress: Brief written and shared internally, not formally advertised. Meeting with Holne commoners to discuss a brief to deliver a vision for management of Holne .	R	**Actual progress:** Brief amended and shared further. Meeting with owners and commoners to discuss future management and vision. Milestones for Q2, now to be developed early in Q3 and condense timeline to bring back on track.	R	**Actual progress:**		**Actual progress:**	
30	**Commence work to either review the existing Dartmoor Local Plan or, if appropriate, commence work on a new Local Plan to ensure that planning policy continues to respond effectively to the needs and emerging issues of the National Park**	DK	**Milestone:** determine whether a review of the current Local Plan should take place.		**Milestone:** Prepare and identify areas of work which can be commenced to delivery a future Local Plan or review process.		**Milestone:** identified required evidence that is required for the preparation of the Local Plan		**Milestone:** instruct consultants or identify internal resource to delivery required evidence.	
			Actual progress: Report to LT confirming that due to forthcoming changes to the local plan process no review is currently recommended.	G	**Actual progress:** Work is ongoing to identify areas of work where progress can be made in advance of preparing a local plan. This includes, baseline reports, opportunities to share information from other projects and likely budget requirements.	A	**Actual progress:**		**Actual progress:**	

Action No.	Key Actions in 2025/26 to help deliver our ambition	Lead Officer	Quarter 1 (April, May, June)		Quarter 2 (July, August, September)		Quarter 3 (October, November, December)		Quarter 4 (January, February, March)	
31	**Review and improve the Authority's website and develop our social media platforms**	**CE**	**Milestone:** Completed timeline and briefing document for development of a new website.		**Milestone:** Tender for website build issued and quotes received. Social Media Strategy completed.		**Milestone:** Supplier appointed to build new website. Internal website workshops started.		**Milestone:** Beta version of new DNPA website ready and testing being carried out internally and externally. Annual Social Media Review produced to show developments.	
			Actual progress: Indicative timeline proposed at LT meeting and briefing document in progress - advice is being sought from other NPs who have recently completed this process.	R	**Actual progress:** Spend of up to £50k approved by members on 03/10/25 for website build. Tender scheduled to go live 7/10/25 to gather quotes and recruit agency. Social Media Strategy WIP - due to be ready by the end of the FY.	A	**Actual progress:**		**Actual progress:**	

NPA/25/011

Dartmoor National Park Authority

7 November 2025

Performance Indicators 2025/26

Report of the Head of Organisational Development

Recommendations: **That Members:**

(i) note the content of the report;

(ii) analyse the performance for 2025/26 to-date and consider any action which may be taken to maintain and/or improve performance or to address under performance; and

1 Purpose of the Report

1.1 This report informs Members of performance at Quarter 2 against the Authority's agreed performance indicator targets for 2025/26 and provides an opportunity to discuss, query and challenge performance against each indicator.

2 Performance Indicators

2.1 The agreed performance indicators for 2025/26 and proposed targets were presented to the Authority meeting held on 21 March 2025 [NPA/25/013].

2.2 Leadership Team review the Authority's performance against the targets on a quarterly basis.

2.3 The performance indicator framework comprises a set of 44 indicators which relate to data sets that we use to gauge the 'quality of the service' we provide and/or potential impact. They comprise some that are set nationally by Government (e.g. speed of planning decision); some that have been agreed collectively by the English National Park Authorities so that we can benchmark performance; and some are agreed locally (i.e. by Dartmoor National Park Authority).

2.4 The governance arrangements for the Dartmoor Partnership Plan (National Park Management Plan) include the reporting arrangements for 'state of the park' indicators. These indicators are related to the Ambitions in the Partnership Plan and many are outcome based. We will report these separately to the Authority.

3 Performance for the first half of the business year 2025/26

3.1 Appendix 1 provides the performance indicators in three sections – Spatial Planning, Conservation & Communities and Corporate Services – providing a short description and the target for 2025/26.

3.2 Performance for the year to date is shown in the column headed 'Quarter 2'. Our performance for the preceding two years (Outturn 2023/24 & Outturn 2024/25) is provided for comparison purposes.

4 Observations

4.1 Spatial Planning

4.1.1 Performance Indicators 02–04: National Targets – Determination of Planning Applications

Performance in determining planning applications remains strong, with national indicators (02–04) consistently met or exceeded. However, there continues to be a reliance on agreed extensions of time.

4.1.2 Performance Indicators 06 & 07: Local Targets – Timely Pre-Application Advice

Pre-application enquiries have increased steadily. The average response time has risen to approximately 51 days. The team is working to streamline processes to deliver advice more efficiently. Performance improved between Quarters 1 and 2, and this positive trend is expected to continue.

4.1.3 Performance Indicators 08 & 09: Local Targets – Validation and Registration of Applications

A long-term vacancy has been filled, resulting in significant improvement. Validation rates increased from 8% in Quarter 1 to 75% of applications processed within five days—reflecting the team's commitment and hard work. Registration performance remains strong, consistently exceeding the 70% target.

4.1.4 Performance Indicators 10–14: Local Targets – Enforcement Team Performance

New case receipts continue to exceed closures, which is a concern. While the number of closed cases is consistent with last year, the increase in new cases will be monitored to assess long-term impacts on the service. The team will also consider whether targeted guidance or publicity could help reduce complaints. Issuing notices remain consistent with Quarters 3 and 4 of last year.
New enforcement indicators have been introduced to provide a clearer understanding of team performance, including tracking live case numbers.

4.1.5 Performance Indicators 15 & 16: Local Targets – Defending Planning Decisions

In Quarters 1 and 2, 12 appeal decisions were received, with 4 allowed (33%). Although slightly above the 30% target, this reflects stable performance in defending the Authority's decisions. Officers are reviewing allowed appeals to identify any trends and ensure continual improvement in decision-making.

4.1.6 Performance Indicator 17: Local Target – Delivery of Affordable Housing

No affordable housing was approved during Quarters 1 and 2, following strong results in Quarters 3 and 4 of last year. Several major applications expected in the coming months are anticipated to enhance delivery. Ongoing discussions with developers are progressing well and are expected to bring forward additional sites for much-needed affordable housing.

4.2 **Conservation & Communities**

4.2.1 Performance Indicators 19–21: Local Target – Rights of Way and Byelaws

The management of the rights of way network and resolving issues remains static. Traditionally quarter three is when the largest numbers of issues are resolved. We have also reached out to Devon County Council for additional monies to tackle larger issues on the network such as bridge, gate or stile replacements. A busy summer following the Supreme Court ruling with rangers and Dartmoor marshals recording interactions on the Ranger App, for the Dartmoor Marshals there was increased use of the app hence the significant rise in engagements.

4.2.2 Performance Indicators 23–26: Local Target – Outreach and Engagement

The summer has seen a growth in the engagement with the public both in the visitor centres and at the range of events and activities that the Authority has either led or has been present at.

4.2.3 Performance Indicators 27 – 30: Local Target – Social Media and Website

The engagement with the public through National Park channels continues to be positive with a particular growth through LinkedIn and also through the Ranger Facebook pages.

4.2.4 Performance Indicator 31: Local Target – Farming in Protected Landscapes

The allocation of grant money is on target to be fully committed in quarter three. As in previous years the teams focus is now in ensuring that the allocated money is claimed and/or schemes in reserve are supported.

4.3 Corporate Services

4.3.1 A review of the products on offer within the Visitor Centres was undertaken by the Retail Officer. The decision to improve the retail experience by introducing new products has led to the spend per visitor to increase.

4.3.2 The percentage of Members attending Authority meetings was 90% in Q1 before falling to 82% in Q2, an improvement on the same quarters in 2024/25, and above the 85% target of the year to date.

5 Equality and Sustainability Impact

5.1 The Authority seeks to treat all people equally, honestly, and fairly in any, or all its business activity, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

6 Financial Implications

6.1 There are no financial implications arising directly from this report.

7 Conclusion

7.1 Members will note the Authority's performance against the agreed targets in the first six months of the current business year.

7.2 Leadership Team continue to closely monitor performance and, where appropriate, investigate further to understand the detail behind the figures.

NEIL WHITE

Attachments: Appendix 1 – Performance Indicators 2025-26

20251107 NW Performance Indicators 2025-26

									2025-26 - TO BE COMPLETED					
Ref		**Conservation & Communities**		**Target**	**Responsible officer**	**Outturn 2022/23**	**Outturn 2023/24**	**Outturn 2024/25**	**Quarter 1**	**Quarter 2**	**Quarter 3**	**Quarter 4**	**Progress Report / Officer Comments**	**Outturn 2025/26**
18	RM 1	Percentage of public rights of way network that is easy to use		90%	AW	95.65%	89%		Reported annually					
									Reported annually					
19		Total number of unresolved maintenance issues on the public rights of way network		Reduce by 10% per annum	AW	Data not available	Data not available	528	540	570				
									551	545	539	550		
20		Number of maintenance issues resolved by the Authority on the public rights of way network		600	AW	Data not available	Data not available		116	92				
									183	111	101	126 resolved (new issues added 155)		
21		User behaviour engagements		80%	SL		Data not available	611	313 first quarter logs, 164 engagements (additional to events), 152 neutral to positive, 12 negative	695 logs, 403 engagements, 395 neutral to positive, 8 negative (including abusive and agressive)				
									256 engagements but app not consistantly indicating positive outcomes etc yet	202 engagements	TBC	153 Byelaw engagements logged, 84 direct engagements not including additional dogs on leads push		
22		Erosion monitor: Number of known erosion sites and percentage of known erosion sites stable or improving	Number of known erosion sites	Methodology being developed in 2024/25	SL	Data not available	Data not available	135	Reported annually - NOT PROGRESSED AS AWAITING DECISION					
			Percentage of known erosion sites stable or improving			Data not available	Data not available	69%	Reported annually - NOT PROGRESSED AS AWAITING DECISION					
									Reported annually					
23		Number of visitors to the National Park Visitor Centres		125,000	CE	140,816	137,655		46,907	62,732				
									41,803	51,712	19,562	15,947		
24		Engagement events	Number of engagement events delivered on Dartmoor and number of attendees	150 events/10,000 attendees	CE	110 events	45 events	166	33 outreach and engagement events 10 events with 470 attendees from Ranger team	23 Ranger events/ 63 outreach and engagment events				
						4798 attendees	3097 attendees	7103	1,955 attendees	1,057 Ranger engagements/ 2,931 O&E attendees				
25			Number of engagement events attended/delivered beyond the National Park and number of attendees		CE	Data not available	Data not available	58	4	1 Ranger event/ 12 outreach and engagment events				
						Data not available	Data not available	4582	2,013 attendees	350 Ranger engagements/ 2,093 O&E attendees				
									44	64	31	27		
									2,037	2,785	1,457	824		
									4	13	39	2		
									1,260	1,134	2,058	130		
26		Percentage of engagement events attended/delivered on and off Dartmoor, reaching attendees on Index of Multiple Deprivation scale 1-3		10%	CE	Data not available	Data not available		N/A	11%				
									Excluding large scale shows worked with 1452 people, 73 from IMD1-3 5%	data not available	Number of people reached from IMD1-3 = 122 % of people reached from IMD1-3 = 5.9%	16%		
27		Number of followers on social media		110,000	CE	60,712	91,453		Ranger Profile: 17,000 DNPA: 104,519	Ranger Facebook: 18,050 DNPA: 108,447				
									96,522	97,924	99,362	101,150		
28		Number of subscribers to e-communications		5,000	CE	4,116	4,462		4,649	4,727				
									4,347	4,384	4,347	4,571		
29		Percentage of e-communications opened by subscribers		48%	CE	43%	44%		45.01%	44.06%				
									43.0%	42.0%	41.6%	44.8%		
30		Number of total users to Authority website and page views		300,000 total users	CE	2800(Google analytics not showing full data due to GA4 upgrade)	807,966 unique visitors	438,582	141,000	129,370				
				500,000 page views			Data not available	1,279,738	403,000	422,962				

									121K new users 126,382 total users	136,248 new users	78,366 new users 82,000 total users	93,952 new users		
									355,736	409,425	222,675	291,902		
31		Proportion of Farming in Protected Landscapes grant committed and spent (claimed and paid out)		100%	JW	100% committed, 100% spent	100% committed, 100% spent	100% allocated	7% allocated & 0% spent	66% allocated & 9% claimed				
									58% allocated & 5% spent	100% allocated & 17% spent (claimed)	100% allocated 43% spent (claimed)	100% allocated		

Family Performance Indicators

2024/25 Figures

								2025-26 - TO BE COMPLETED					
Ref		Corporate Services	Target	Responsible officer	Outturn 2022/23	Outturn 2023/24	Outturn 2024/25	Quarter 1 COMPLETE	Quarter 2 COMPLETE	Quarter 3	Quarter 4	Progress Report / Officer Comments	Outturn 2025/26
32		Employee sickness absence	6 days per FTE	NW	11.4 days	7.42 days	5.2 days lost per FTE	2.0 days lost per FTE	1.2 days lost per FTE				
			3 days per FTE (excluding long-term)		4.25 days	4.88 days	2.2 days lost per FTE	0.7 days lost per FTE	0.3 days lost per FTE				
								1.2 days lost per FTE	1.1 days lost per FTE	1.4 days lost per FTE	1.4 days lost per FTE		
								0.6 days lost per FTE	0.5 days lost per FTE	0.6 days lost per FTE	0.5 days lost per FTE		
33		Employee turnover	10%	NW	Data not available	Data not available	14%	Reported annually					
								Reported annually					
34		Employee appraisals	95%	NW	Data not available	Data not available	94%	Reported annually				Q1 70% received. Q2 78%	
								Reported annually					
35	RM 3	Total number of volunteer days organised or supported by the Authority	4,000	NW	9,627	3,339	3782	Reported annually					
								Reported annually					
36	RM 3	Value of volunteer days organised or supported by the Authority	400,000	NW	£962,670	£333,165	£378,223	Reported annually					
								Reported annually					
37	RM 3	Number of volunteer days attended by under-represented groups	400	NW	103	67.5	Limited data captured (under review)	Reported annually					
								Reported annually					
38		Number of formal complaints received	No target - trend/baseline data	NW	15	10	7	4	2				
		Number of formal complaints upheld by Local Government & Social Care Ombudsman			0 upheld of 2 referred to LG&SCO	No complaints referred to LG&SCO	0 of 0	0	0				
								4	0	2	1		
								0 of 0	0 of 0	0 of 0	0 of 0		
39		Spend per visitor in National Park Visitor Centres	£2.00	AS	Data not available	Data not available	£1.26	£1.19	£1.37				
								£1.24	£1.24	£1.53	£1.02		
40		Percentage of income derived from sources other than National Park Grant	50%	AS	37.14%	40%	44%	Reported annually					
								Reported annually					
41	CD 3	Percentage change in carbon dioxide equivalent emissions from DNPA operations	42% emissions reduction scope 1 and 2 and 25% emissions reduction scope 3 by 2030 which equates to a total reduction target of 438 tonnes Co2e	HG	Data not available	net emissions 609 tCO2e (new baseline)		Data to be reported annually Note: Annual emissions footprints can only be calculated and reported in the second quarter of the year following the reporting period, once all necessary data from the full year is available.					
								Data not available					
42		Percentage of Membership attending Authority meetings	85%	CB	84%	83%		90%	82%				
								78%	79%	81%	76%		
43		Number of parish meetings attended by Members	30	PB	Data not available	80	91	46	29				
								22	18	30	21		
44		Number of parish meetings attended by Rangers and other officers	53	PB	Data not available	28		14	3				
								8	2	3	4		

Family Performance Indicators

2024/25 Figures

								2025-26 - TO BE COMPLETED					
DNPA Ref		Spatial Planning	Target	Responsible officer	Outturn 2022/23	Outturn 2023/24	Outturn 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Progress Report / Officer Comments	Outturn 2025/26
02	DC 1	Percentage of major applications determined within 13 weeks	50%	DK	100%	66.66%	75%	0% (Non Determined)	100% (1 of 1)				
								50%	0% (None Received)	0% (None Received)	100%		
03	DC 1	Percentage of minor applications determined within 8 weeks	65%	DK	70.90%	40%	90%	85% (24 of 28)	91% (34 of 37)				
								89%	90%	95%	85%		
04	DC 1	Percentage of other applications determined within 8 weeks	85%	DK	82.20%	54%	92%	90% (55 of 61)	97% (37 of 38)				
								92%	96%	83%	97%		
06		Percentage of pre-applications for minor and householder applications which have been concluded within 42 days	70%	DK	Data not available	Data not available		26% (6 of 23)	30% (9 of 30)				
								40% 2 of 5	65.2% 15 of 23	66.66% 20 of 30	60% 15 of 25		
07		Percentage of pre-applications for major applications which have been concluded within 56 days	70%	DK	Data not available	Data not available		0% (0 of 1)	0% (0 of 1)				
								0% 0 of 0	0% 0 of 0	0% 0 of 0	0% 0 of 1		
08		Percentage of applications validated within 5 working days	70%	DK	Data not available	Data not available		66%	75%				
								8% 12 of 143	34% 39 of 115	31% 29 of 93	47% 58 of 124		
09		Percentage of applications registered within 5 working days	70%	DK	Data not available	Data not available	85%	91%	93%				
								93% 133 of 143	87% 100 of 115	67% 72 of 107	90% 111 of 124		
10		Number of live enforcement cases	No target - trend/baseline data	TBC	n/a	n/a	n/a		168				
								data not available	data not available	data not available	data not available		
11		Number of enforcement cases received	No target - trend/baseline data	JA	Data not available	Data not available	113	56	44				
								26	32	20	35		
12		Number of enforcement notices issued (EN,LBEN,BoCN,s215,etc.)	No target - trend/baseline data	JA	Data not available	Data not available	21	2	3				
								10	6	3	2		
13		Number of enforcement cases closed	No target - trend/baseline data	JA	Data not available	Data not available	127	36	37				
								31	35	36	25		
14		Number of enforcement related applications received (retrospective)	No target - trend/baseline data	TBC	n/a	n/a	n/a	No Information Available	No Information Available				
								data not available	data not available	data not available	data not available		
15		Number of appeals received (planning & enforcement)	No target - trend/baseline data	TBC	n/a	n/a	n/a	3	2				
								data not available	data not available	data not available	data not available		
16		Percentage of appeals allowed	30% (lower % is better)	DK	Data not available	Data not available		33.3% (1 of 3)	33.3% (3 of 9)				
								33.33% 3 of 9 (1 part allowed part refused)	22.22% 2 of 9	28.5% 4 of 14 (one part allowed part refused)	60% 3 of 5		
17		Number of affordable housing units approved	65	DK	14	6		1	0				
								0	0	1	19		

Family Performance Indicators

2024/25 Figures

NPA/25/012

Dartmoor National Park Authority

7 November 2025

Strategic Risk Register

Report of the Head of Organisational Development

Recommendation: **That Members approve the updated Strategic Risk Register attached at Appendix 1.**

1 Background

1.1 The Strategic Risk Register forms part of the Authority's overall risk management strategy.

1.2 The purpose of risk management is to increase the likelihood that the Authority will achieve its key objectives, as set out in the Business Plan, whilst avoiding financial loss, damage to service reputation, or prejudice to continued effective service provision. This involves systematically:

- identifying risks
- evaluating exposure to the risks identified
- assessing the control measures in place to deal with the risks; and
- managing those risks in a planned way

1.3 Risk management has the following aims:

- protect service delivery and its quality
- protect the reputation and image of the organisation
- ensure the security of the organisation
- secure earning capacity and funding
- secure the wellbeing of employees and service users
- ensure the integrity and resilience of information systems
- ensure probity and ethical conduct
- avoid criminal prosecution and civil litigation
- avoid financial loss, fraud, or corruption
- inform and enhance performance management

2 Strategic Risk Register

2.1 The Authority's Strategic Risk Register provides a structured approach to:

- identifying the risks that may stop the Authority from achieving its objectives
- assessing the probability and impact of those risks
- agreeing preventative or remedial actions to ensure that such risks are reduced to an acceptable level

3 Risk Identification & Evaluation

3.1 As part of the risk management strategy it is important that Members review the strategic risks, raise issues for further consideration and highlight possible areas of risk for addition or deletion.

3.2 The risk management process requires us to:

- identify, assess and record strategic risks (by staff, managers, Leadership Team and Members)
- determine the consequences of not taking any action to manage/mitigate those risks
- record control measures that are in place to manage the risk and provide a current "Risk Rating"
- identify additional control measures that can be implemented, along with any resources that might be required
- re-evaluate and re-score the risk to demonstrate the anticipated "Planned Residual Risk Rating" (i.e. if the additional control measures are implemented).

3.3 The risk ratings (current and planned) are scored and colour coded as follows:

(red)	Very Severe Risk	*Risks are those which cause most concern: their materialisation would have a potentially disastrous impact on the Authority's reputation or business continuity; immediate and comprehensive action would be required.*
(amber)	Severe Risk	*Risks are also of significant concern and should be covered by contingency plans: their materialisation would be severe but not disastrous, and some immediate action would be required, along with the development of an appropriate action plan.*
(yellow)	Material Risk	*Risks have consequences that are not severe, and which can be managed by contingency plans and more detailed action plans which can be developed later. But such risks still need regular monitoring.*
(green)	Manageable Risk	*Risks are those that are inherent in most activities; the consequences of their materialising are generally not important enough to affect the whole business, and they can be managed during delivery. The status of such risks will be reviewed periodically.*

3.4 Leadership Team monitors and reviews the Strategic Risk Register on a quarterly basis to ensure we are clear about potential risks and how we might mitigate these.

4 Observations

4.1 National Park Grant - Risk Reference F1

4.1.1 The National Park Grant awarded to the Authority for 2025/26 includes a significant capital element (£1.4m). The capital element was confirmed in June 2025 and has to be spent by the end of March 2026. The Authority has not traditionally received a capital grant and not had a significant capital expenditure programme. The capital programme is a new area of work and we are having to develop new expertise.

4.1.2 We are seeking to capitalise some staff costs (i.e. for staff working on capital projects). We have engaged with External Audit to explain what we are doing, why and have set out a reasoned justification. If External Audit were to determine that what we have done does not ft within accounting rules then it would have a material effect on our end of year accounts. We believe that this risk is low given the advice we have sought and our ongoing discussions with External Audit.

4.2 Landscape Recovery – Risk Reference G3

4.2.1 The National Park Authority is leading the Walkham Valley Landscape Recovery project. There is an overlap in area between the Walkham Valley Landscape Recovery and Central Dartmoor Landscape Recovery (CDLR) projects. Defra approved both projects but have advised that the overlap issue has to be resolved before the projects submit their implementation plans (CDLR are due to submit early 2026).

4.2.2 If we are unable to find a solution to the ‘overlap issue’ then there is a risk that that the Walkham Valley Landscape Recovery project will not be successful in securing funding for the implementation phase. We are currently working with the CDLR project, Environment Agency and Natural England to see if we can find a solution that meets the requirements of Defra and allows both projects to continue.

4.3 Cyber Attack/Information Security Breach – Risk Reference P3

4.3.1 Recent high profile cases of cyber attacks have been a stark reminder of the risks of unauthorised access to systems or data leading to business disruption, data loss, or reputational harm.

4.3.2 The Authority applies a layered model to protect against cyber-attacks and data breaches. Technical measures include firewalls, secure network configurations, endpoint protection for Laptops/PC/Phones/Tablets, and multi-factor authentication to safeguard systems and data. Regular patching, vulnerability management, encryption of sensitive data, and secure backups further reduce exposure. Security monitoring and incident response planning provide the ability to detect and respond quickly to suspicious activity. A recent Defra self-assessment report confirmed that the Authority’s IT security is performing well, giving independent assurance of the strength of our current controls.

4.3.3 Alongside these technical measures, we recognise that people are a key line of defence. We are moving from an ad-hoc cyber awareness model to a structured programme of training, phishing simulations, and targeted awareness campaigns, to help ensure that staff and Members are consistently equipped to recognise and resist threats.

4.3.4 To further strengthen resilience, we are migrating critical systems and data to secure cloud platforms, providing geographic redundancy and enhanced recovery capabilities. In addition, we are working with a central government provided security team to improve proactive measures and increase visibility of potential threats. Together, these layered defences provide strong protection against data breaches and help maintain stakeholder confidence in our ability to safeguard information.

5 Strategic Risk Register - summary

5.1 The Register has four categories of risk: Performance, Strategy, Finance and Governance and the table below summarises the risks and residual risk ratings with further details provided in Appendix 1:

Risk Ref	Risk Description	Planned Residual Risk
PERFORMANCE		
P1	Ineffective internal communication	Manageable Risk
P2	Inadequate external communication/community engagement	Manageable Risk
P3	Inadequate Info Management/Business Continuity Planning.	Material Risk
P4	Inadequate focus on Performance Management	Manageable Risk
P5	Lack of support to deliver actions in the Partnership Plan	Material Risk
P6	Failure to determine major planning applications < 13 weeks	Manageable Risk
STRATEGY		
S1	Failure to implement culture of risk assessment/management	Manageable Risk
S2	Emergencies affecting DNPA land/buildings or activity	Manageable Risk
S3	Managing officer workload	Material Risk
S4	Workforce planning and resilience	Severe Risk
S5	Farming in Protected Landscapes	Material Risk
S6	Review of Byelaws	Material Risk
S7	Natural Flood Management	Severe Risk
S8	Dartmoor Foundation	Material Risk
FINANCE		
F1	Potential for further reductions in National Park Grant	Severe Risk
F2	Inadequate financial management	Manageable Risk
F3	Appeals, Public Enquiries and enforcement action	Manageable Risk
GOVERNANCE		
G1	Fraud & Corruption	Manageable Risk
G2	Inadequate procurement practice	Manageable Risk

G3	Inadequate management of partnerships and projects	Manageable Risk
G4	Inadequate decision-making process and documentation	Manageable Risk
G5	Failure to implement new or changes to legislation or policy	Manageable Risk

5.2 Members are invited to discuss and approve the register, subject to any amendments Members may wish to make.

5.3 The Strategic Risk Register is normally reported to the Audit & Governance Committee in May and November each year.

6 Equality and Sustainability Impact

6.1 The Authority seeks to treat all people equally, honestly, and fairly in any, or all its business activity, including partners, visitors, suppliers, contractors, service users. There are no specific impacts arising from this report.

7 Financial Implications

7.1 There are no financial implications arising directly from this report.

8 Recommendation

8.1 Members are invited to discuss and approve the Strategic Risk Register, subject to any amendments Members may wish to make.

NEIL WHITE

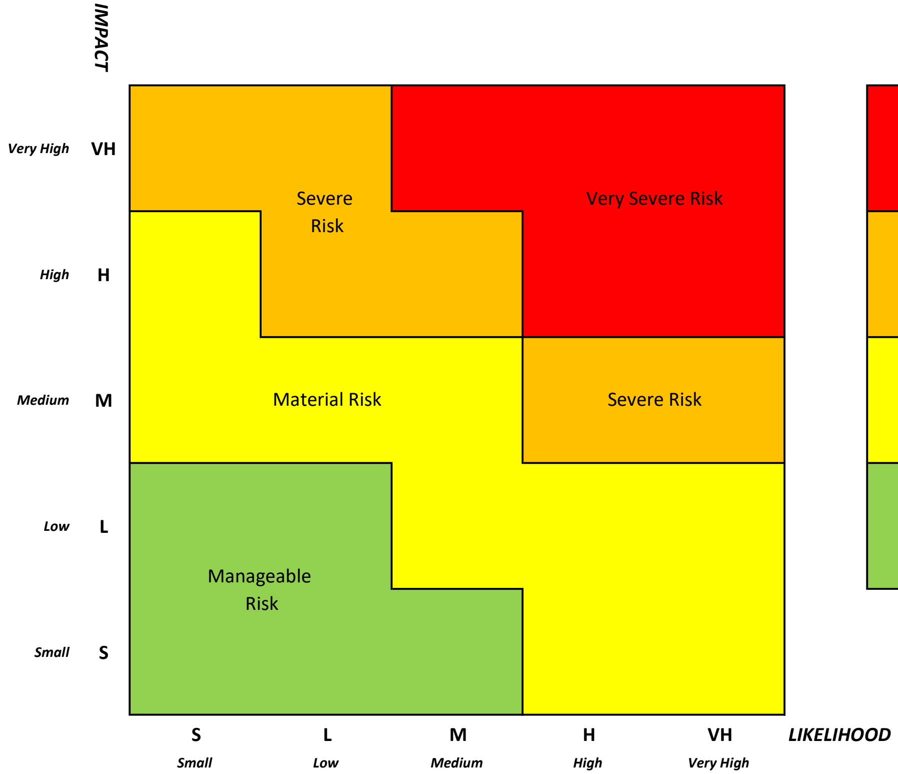
Attachments: Appendix 1 – Strategic Risk Register

2025 11 07 NW Strategic Risk Register

RISK DESCRIPTION :		RESIDUAL RISK RATING :	
Performance :			**LT Lead**
P1	Ineffective internal communication	Manageable Risk	**NW**
P2	Inadequate external communication and community engagement	Manageable Risk	**RD**
P3	Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.	Material Risk	**AS**
P4	Inadequate focus on Performance Management (including customer service)	Manageable Risk	**NW**
P5	Lack of support and resources from partners/stakeholders to deliver on the actions in the Partnership Plan	Material Risk	**KB**
P6	Failure to determine major planning applications within the set Government target of 13 weeks	Manageable Risk	**DK**
Strategy :			
S1	Failure to implement a robust culture of risk assessment and risk management.	Manageable Risk	**NW**
S2	Emergencies affecting land or buildings owned or leased by DNPA or operational activity	Manageable Risk	**AS**
S3	Managing officer workload. Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'	Material Risk	**NW**
S4	Workforce planning/resilience: limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts	Severe Risk	**KB**
S5	Farming in Protected Landscapes (FiPL): risks associated with Authority's decision to participate in FiPL programme	Material Risk	**RD**
S6	Review of byelaws with respect to access land in Dartmoor National Park	Material Risk	**RD**
S7	Natural Flood Management	Severe Risk	**RD**
S8	Dartmoor Foundation	Material Risk	**KB**
Finance :			
F1	Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements via the National Parks Financial Grant Agreement)	Severe Risk	**KB**
F2	Inadequate financial management	Manageable Risk	**AS**
F3	Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR	Manageable Risk	**DK**
Governance :			
G1	Fraud & Corruption	Manageable Risk	**AS**
G2	Inadequate procurement practice	Manageable Risk	**AS**
G3	Inadequate management (and success) of partnerships and projects	Manageable Risk	**RD**
G4	Inadequate decision-making process; inadequately documented decision-making process	Manageable Risk	**NW**
G5	Changes in legislation/failure to implement new legislation or policy	Manageable Risk	**KB**

Go to KEY

[Go to Dashboard](#)



	Very Severe Risk	*Risks are those which cause most concern: their materialisation would have a potentially disastrous impact on the Authority's reputation or business continuity; immediate and comprehensive action would be required.*
	Severe Risk	*Risks are also of significant concern and should be covered by contingency plans: their materialisation would be severe but not disastrous, and some immediate action would be required, along with the development of an appropriate action plan.*
	Material Risk	*Risks have consequences that are not severe, and which can be managed by contingency plans and more detailed action plans which can be developed later. But such risks still need regular monitoring.*
	Manageable Risk	*Risks are those that are inherent in most activities; the consequences of their materialising are generally not important enough to affect the whole business, and they can be managed during delivery. The status of such risks will be reviewed periodically.*

IMPACT

Small		Minimal loss, delay, inconvenience, or interruption. Easily and quickly resolved
Low		Minor loss, delay, inconvenience, or interruption. Short to medium term effect
Medium		Significant waste of time and resources. Impact on operational efficiency, output, and quality. Medium term effect which may be expensive to recover
High		Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long-term effect and expensive to recover.
Very High		Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover

LIKELIHOOD

Small		extremely unlikely to occur
Low		unlikely but not impossible to occur
Medium		fairly likely to occur
High		more likely to occur than not
Very High		almost certain to occur

Go to KEY
Go to DASHBOARD

P1 : INEFFECTIVE INTERNAL COMMUNICATION

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
NW	Lack of understanding of objectives, targets, priorities, issues, and challenges Dis-engaged staff create a poor impression of DNPA when in-contact with the public and our stakeholders	Leadership Team meets every Monday morning for communication/diary catch up. Messages are then disseminated as appropriate. Key messages are communicated by email to all staff. Senior Managers Meetings (Leadership Team and Head of Service) Senior managers engaged in developing business plan key actions. Monday Message (email) provides regular communication from Chief Executive to all staff and Members. "Golden thread" links Partnership Plan aims and Business Plan key actions with individual appraisals & 1:1s. Annual Team Dartmoor Day (normally held in June) and individual Team Dartmoor days. Regular team meetings (via Teams as required/appropriate). MS Teams & OneDrive training provided to all staff. Intranet (Parknet) & website. Regular briefings to Members and two officer/Member working panels. Video conferencing facilities essential tools for internal/external comms supported by investment in laptops and mobile phones. Reviewed hybrid working arrangements in October/November 2023. Annual DNPA Conference introduced in 2023 (held in December) - Members invited.	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Organisational Development Strategy "Developing Team Dartmoor" [to be reviewed in 2026] has a specific focus on improving internal communication and employee engagement. Staff survey undertaken every two years with focus on employee engagement (due to be issued November 2025). Effective staff induction process in place. Communication methods constantly reviewed and mixture of written, online and face to face utilised. Second DNPA conference (Members invited) held in 2024 to provide opportunity to reflect on achievements and share future plans so that staff are better informed and we support the 'Team Dartmoor' ethos. Volunteers have been invited to the DNPA Conference to be held in December 2025.

RESOURCES REQUIRED :

Staff & Member time is needed to participate fully.

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Low	Manageable Risk

OUTCOME :

Ensure staff can contribute and feel valued
Staff and Members are ambassadors for the organisation
Promote full understanding and ownership of the Authority's work, priorities, and change agenda
Develop a better understanding of the Authority and its work

Go to KEY
Go to DASHBOARD

P2 : Inadequate external communication and community engagement

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
RD	Damage to reputation. Poor support from community, business & stakeholders Lack of understanding of the value of DNPA and the work it does Confusion with other organisations Projects and key decsions not supported as no 'buy-in' from stakeholders	Communications strategy implemented through developing a forward plan. Supporting communication tools include: Media briefings & releases Authority publications Authority Website Variety of forums Social media, films, and targeted e-newsletters Surveys Outreach and Engagement strategy developed with several projects and initiatives highlighted to target engaging with communities and key underrepresented groups Community Engagement Ranger retained on permanent contract with external funding allowing continued engagement with new audiences	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Communications and community engagement are priorities for the Authority. There is a communications forward plan to develop proactive comms and to manage reputational issues, alongside outreach and community engagement that helps reach our target audiences.
Increased presence at Parish meetings and local special interest groups. Need to consider process for briefing in advance of the meetings and how we feedback after the meetings. Content is supplied to Members to share with parish/community magazines/newsletters.
Regular news releases, columns in local publications and social media posts. Monitoring of reach and engagement with social media, along with comments and feedback. Quarterly newsletter Moor Life to improve awareness and understanding of our work.
We are continuing to use a mix of digital and 'real world' communication to engage and inform.

RESOURCES REQUIRED :

Staff time will be needed to communicate and engage with residents and prepare materials and content. The Communications Team has been reduced though the Business Review and so there is more of an expectation on all staff to take responsibility for communication with stakeholders.

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Low	Manageable Risk

OUTCOME :

A greater understanding of what DNPA does in relation to Dartmoor the place, so people value and support the work we do
A good reputation as an organisation that listens and understands
Excellent relationships with our communities and stakeholders
Promoting understanding and enjoyment of Dartmoor's special qualities
Ensure staff can contribute and feel valued

Go to KEY
Go to DASHBOARD

P3 : Inadequate Information Management and Information Technology System failure. Inadequate Business Continuity Planning.

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
AS	Non-compliance with legislation. Inability to provide core services. Loss of reputation. Impact on service delivery. Breakdown of communication. Delays/failure to update records	**Technical controls:** - Regular data backups including cloud based storage. - High availability infrastructure (redundant servers, storage and power supplies) - Disaster recovery systems (failover capacity for servers, network and firewalls) - Cybersecurity Protection (Firewalls, endpoint security and patch management). - Systems monitoring and alerting (24/7 monitoring or critical applications and networks) - Document Management System implemented for electronic storage of paper records. - IT system to support the planning service implemented. Some issues had significant impact on performance and service to the public. Active management led by Director of Spatial Planning and planning team, working with provider has resulted in progress and some improvements. **Procedural controls:** - Periodic testing of continuity and recovery plans - Change management proceedures to reduce risk of IT disruption. - Access control and user provisioning and deprovisioning process in place. - Alternate venues/home working available in the event of loss of office accommodation **Governance and Oversight**: - Information Security and IT policies approved and reviewed regularly. **People and Awareness:** - Staff training and awareness of current threats. - Clear communication protocols in case of systems failure or incident.	Low	High	Severe Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Cloud Migration Strategy: Transitioning business-critical systems and data storage to a secure cloud platform to mitigate risks associated with physical data centre loss (fire, flood, power outage, building access restrictions). This provides Geographic redundancy and high availability, Enhanced disaster recovery capabilities, Remote accessibility in case of office disruption, Reduced dependency on on-premises infrastructure.
Structured Cyber Security Training Programme: Moving from an ad-hoc approach to a scheduled, organisation-wide programme (e.g., annual training, phishing simulations, targeted awareness campaigns). This ensures staff are consistently aware of cyber risks, understand policies, and can act as the first line of defence against attacks.

The Director of Spatial Planning is in ongoing dialogue with the planning system provider to discuss the necessary development and improvements. Working group of officers from the planning team has been set up to manage the project.

RESOURCES REQUIRED :

Staff Time / Funds for new ICT hardware and software

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Medium	Material Risk

OUTCOME :

Continuous business efficiency in the event of systems failure or major emergency affecting operational buildings

Go to KEY
Go to DASHBOARD

P4 : INADEQUATE FOCUS ON PERFORMANCE MANAGEMENT (INCLUDING CUSTOMER SERVICE)

			RISK RATING		
LEAD	**CONSEQUENCE IF NO ACTION**	**CONTROL MEASURES TO MANAGE RISK**	**LIKELIHOOD %**	**IMPACT**	**RESIDUAL RISK RATING**
NW	Individual and organisational performance not monitored. Low achieving Authority Unclear targets and objectives. Resources not targeted Reputational risk for the Authority. More complaints	Business Plan & Annual Review Organisational Development Strategy Staff Appraisal Scheme Audit & Governance Committee with clear remit to monitor and challenge performance. New suite of PIs that are focused on service delivery introduced 2024/25 Robust and highly visible process for monitoring of key actions in the Business Plan. Detailed and thorough performance reporting and analysis by Leadership Team and Audit & Governance. Performance Improvement Policy Customer Service Standards Lessons learnt from feedback and complaints	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

A self-assessment completed by the current members of the Audit & Governance Committee (July 2025) identified refresher training relating to the prevention of fraud and corruption. Officers are exploring potential e-learning modules to meet this requirement. Members of the Audit & Governance Committee will be required to complete identified module(s).
Need to consider merit of further training for Audit and Governance Committee members on scrutiny skills.

RESOURCES REQUIRED :

Staff time

	RISK RATING		
	LIKELIHOOD	**IMPACT**	**PLANNED RESIDUAL RISK RATING**
PLANNED RESIDUAL RISK	Small	Low	Manageable Risk

OUTCOME :

Good performing organisation, with evidence of continuous improvement

Go to KEY
Go to DASHBOARD

P5 : LACK OF SUPPORT AND RESOURCES FROM PARTNERS / STAKEHOLDERS TO DELIVER ON THE ACTIONS IN THE PARTNERSHIP PLAN

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
KB	Partnership Plan actions not undertaken Ambitions not delivered	Extensive engagement with partners and stakeholders in development of the current Partnership Plan (National Park Management Plan). Resources to deliver are going to be a challenge given uncertainty over public spending and the impact of COVID on charitable partners. The Dartmoor Land Use Management Group (DLUMG) could be a positive force to reinforce partnership working and take forward initiatives like the land use framework and Dartmoor Observatory. DLUMG have agreed that the overall vision for the National Park will be set through the Partnetrship Plan process. Dartmoor's Dynamic Landscapes granted round one development funding, in partnership with others, from the National Lottery Heritage Fund. This provides an important source of funding to help deliver the vision and actions in the Partnership Plan.	Medium	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

We are in discussions with the Dartmoor Land Use Management Group over a SLA to develop the Dartmoor Observatory and the DLUMG Project Manager will be involved in the majority of the stakeholderworkshops on the Partnership Plan to ensure connections are made between the work of the DLUMG and the Partnership Plan
State of the Park Report being developed to help monitor impact

RESOURCES REQUIRED :

Land Use Management Group would need additional resource from Defra

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Medium	Material Risk

OUTCOME :

Clear agreed vision for the National Park
Actions to achieve the Vision shared and owned by delivery partners
Clear process for monitoring delivery and assessing progress towards the Vision

Go to KEY
Go to DASHBOARD

P6 : FAILURE TO DETERMINE PLANNING APPLICATIONS WITHIN THE SET GOVERNMENT TARGETS

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
DK	Authorities who ‘poorly’ perform over a 2-year period may be subject to special measures. The risk is therefore that the Authority could lose its ability to deal with applications resulting in a loss of income and reputation	Planning Performance Agreements (PPA) are in place which are a ‘contract’ between the planning authority and the developer in how their application will be dealt with including timescales. All such applications which are subject to a PPA do not have to be identified under the government speed targets and can be reported separately. Ongoing monitoring of the effectiveness of this control mechanism. Planners are realistic about timescale on framework, particularly if legal work is required. Use of tablets/technology to reduce reliance on paper plans and improve our effectiveness. Recruitment and retention of Planning Officers is a challenge for all local authorities Appointed Senior Planning Adminstration Officer (August 2025)	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Introduction of Senior Planning Officer positions has provided opportunities for progression, aid retention.
Invest in development of Development Management team and support for Planning Administration team.
Engage effective agency planning officers to support team, subject to budget
New service level agreement for provision of legal services in place. Internal review of planning IT system along with wider review of DM service through 2025 to consider options for improvement and efficiencies.
Potential procurement of new IT system for the planning service in 2026.

RESOURCES REQUIRED :

Staff time

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Small	Low	Manageable Risk

OUTCOME :

All applications are dealt with in a timely way
The performance agreement will allow time to be taken to achieve a quality outcome

Go to KEY
Go to DASHBOARD

S1 : FAILURE TO IMPLEMENT A ROBUST CULTURE OF RISK ASSESSMENT AND RISK MANAGEMENT

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
NW	Disruption to service delivery. Waste of financial resources as number and cost of losses escalate. Increasing cost or unavailability of insurance cover. Critical reports by external audit. Increase likelihood of major loss/incident. Loss of reputation.	Risk Management Strategy (adopted January 2023) Risks monitored by A&G and Leadership Team. Corporate Risk Management Steering Group (Leadership Team). Operational Risk Management via work programmes/projects. Internal and External Auditors base their work / review programmes on a Risk Based approach Annual Governance Statement following review of all governance arrangements Health, Safety & Wellbeing Committee SLA with TDC to provide operational and strategic H&S support and compliance. Risk assessment training provided regularly to relevant officers and further training available. H&S briefing provided at induction Procurement training delivered in February 2023 Financial management training/mentoring for budget holders/senior managers provided by Head of Business Support	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

RESOURCES REQUIRED :

None.

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Low	Manageable Risk

OUTCOME :

Risk based approach embedded in culture of the organisation.
All risks effectively managed.

Go to KEY
Go to DASHBOARD

S2 : EMERGENCIES AFFECTING LAND OR BUILDINGS OWNED OR LEASED BY DNPA OR OPERATIONAL ACTIVITY					
			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
AS	Incidents such as flooding, storms, fire, could disrupt the business of the Authority. Possible restrictions on access imposed because of outbreaks of disease. Denial of access to key premises resulting in major disruption to service delivery. Financial – increased cost of provision of alternative working locations.	Emergency Planning. Close working relationship with police and other emergency services Staff awareness training (induction training). ICT Disaster Recovery plan, H&S, Lightning Protection, Fire Regulations (including regular testing of fire systems), etc. Cloud Migration Strategy: Transitioning systems and data storage from the current office based data centre to a secure cloud platform, providing geographic redundancy, improved disaster recovery, and enhanced resilience against physical disruptions. Alternate venues/home working available in the event of loss of office accommodation. Robust maintenance programme and risk assessments for operational property	Small	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

This is a risk which is difficult to control, but is considered relatively low risk.

RESOURCES REQUIRED :

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Small	Low	Manageable Risk

OUTCOME :

Business continuity in the event of an emergency affecting business premises
Effective and appropriate use of DNPA's resources in other emergencies affecting the National Park

Go to KEY
Go to DASHBOARD

S3 : MANAGING OFFICER WORKLOAD.

Our challenge will always be to ensure we set realistic work programmes but also improve organisational 'productivity'

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Failure to deliver corporate objectives. High stress levels and staff absence. Targets/improvement not achieved Staff unclear of roles & responsibilities in new structure	Officers (particularly middle managers) fully involved in developing the Authority's Business Plan and shaping work programmes HR Policies; Business Plan, Appraisal process – identifying clear priorities and work programmes for individuals, teams, and the Authority as a whole – through manager and staff engagement Organisational Development Strategy Good internal communications/staff survey /feedback channels/liaison with representatives Support managers and focus on developing management skills Proactive attendance management; provision of Employee Assistance Programme; OH service Quarterly review at LT identifying pressure points and where additional support may be required Provision of Project Fund within the budget to enable in-year bids for additional resource. Hybrid working arrangements reviewed in October/November 2023 LT reguarly review staff workloads through Head of Service updates.	Medium	High	Severe Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Internal Leadership Development Programme being developed (summer 2025); National Park Mentoring Programme to be introduced (25/26) subject to commitment from NP family.

RESOURCES REQUIRED :

Staff time and resources to deliver an effective programme

	RISK RATING: LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Medium	Medium	Material Risk

OUTCOME :

Well informed, motivated workforce
Effective leadership
Appropriately supported and trained staff

Go to KEY
Go to DASHBOARD

S4 : WORKFORCE PLANNING / RESILIENCE :					
Limited capacity to cover for absences of key posts. Difficulty to recruit to certain posts. The risk derives primarily from the lack of core funding and the inherent problem of retaining staff on fixed term contracts			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
KB	Reduced capacity/productivity Service pressures could lead to 'bad' decisions and high stress levels Poor performance Increase in complaints Contracts and obligations not fulfilled	Active staff management and support through a mixture of: •Project Fund enabling flexibility to buy-in support as required •Staff support e.g., Occupational Health, EAP; counselling etc. •Increased joint working with other Local Authorities and partners •Some SLAs are in place (Finance, ICT, Payroll, H&S, Legal) •LT regularly review workforce planning and impact of staff absence •LT strategic meetings consider future work programmes / direction of travel •Effective performance and absence management policies and practices	High	High	Very Severe Risk

ADDITIONAL CONTROL MEASURES PLANNED :

This will remain an area of high risk given the size and scope of our organisation and operations. Senior officers, service managers, project officers and specialist staff are fundamental to our performance and success as an Authority, therefore any significant absences can have a real impact on delivery. Difficulty in recruiting to some roles has placed additional pressure on some teams.
Leadership Team will continue to monitor workforce issues. Internal Leadership Development Programme being developed (2025/2026) which will support greater resilience and succession planning.

RESOURCES REQUIRED :

Staff time and resources to deliver an effective programme. May need external support

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Medium	High	Severe Risk

OUTCOME :

Well informed, motivated workforce
Effective leadership
Appropriately supported and trained staff

Go to KEY
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S5 : Farming in Protected Landscapes (FiPL): risks associated with Authority's decision to participate in FiPL programme

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
RD	Lack of applications Staff resource Link with existing agri-environment schemes Financial risk as the accountable body Local Assessment Panels (LAP)	Effective local communication and engagement Project Manager and Project Officer appointed; work programmes actively managed Process checked with Rural Payments Agency and Natural England involved in Local Assessment Panel Ensure National Framework works with internal governance arrangements. Clear governance arrangements required at protected landscape level Establish terms of reference in line with Defra's expectations for LAPs, particular care regarding "conflicts of interest"; careful consideration of appointment to LAP; training/guidance for panel members. Need to monitor behaviour and performance of Panel members to ensure probity	Material Risk	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Project Manager to focus on strategic delivery of the programme – to include finance and performance management. Changes and risk to delivery identified early. Risk to be continually monitored. Local Assessment Panel to meet regularly to consider applications promptly.

RESOURCES REQUIRED :

Staff time and financial resources

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Medium	Material Risk

OUTCOME :

Prompt action when delays or new risks identified resulting in successful delivery of the programme.
Effective support from Leadership Team

Go to KEY
Go to DASHBOARD

S6 : Review of byelaws with respect to common land in Dartmoor National Park

NB. key risks and full detail of mitigation measures are set out in Authority report dated 9 July 2021

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
RD	Legal risk of challenge of the process Staff resources Reputational risks	Clear communications through all stages Full public consultation and updates during review, advice on scope of consultation following the Supreme Court judgement Thorough and considered approach to responses received through the review and through updates to Authority Process agreed with legal advisers and regular update and input from legal support Defra advice requested at start of the consultation period as well as during the update, after the Supreme Court judgement and through the review	Medium	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Project timeline assessed to ensure officer time (including legal support) allocated to make any changes to the revised byelaws before taking further report to Authority and completing the process.
Pro-active communications
Appropriate budet in place to get external support and legal advice (as hghlighted)

RESOURCES REQUIRED :

Officer time and support from legal advisers

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Medium	Material Risk

OUTCOME :

Revised byelaws are proportionate and deliver against objectives.
Appropriate staff resources and communications used to promote the updated byelaws

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S7 : NATURAL FLOOD MANAGEMENT

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
RD	EA have confirmed their Business Case through to 2033 but there will need to be annual agreement on budget and allocation of resources whhich could lead to : Failure to meet Partnership Plan objectives. Reputational damage if capital projects not delivered or not delivered on time. Potential impact on staff retention and recruitment. Failure of partnership arrangement. Financial concern if lack of match funding available for National Lottery funding programmes.	Clear terms of reference, agreed objectives and outcomes, roles, responsibilities, and exit strategies with regular review. Consistent internal and external communications Regular 1:1s and appraisals with staff and also updates from partners. Regular meetings between senior managers from both organisations.	High	Medium	Severe Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Scheduled meetings and clear timeline with milestones for delivery;
Dialogue with senior leadership within Environment Agency
If DNPA do not deliver then another partner would likely deliver and hence act as match funding for DDL

RESOURCES REQUIRED :

Senior staff time to monitor progress; communication strategy

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	High	Medium	Severe Risk

OUTCOME :

Robust, well managed partnership that helps to deliver Business Plan and National Park Management Plan objectives as well as ensure delivery of National Lottery Heritage fund Programme.

Go to KEY
Go to DASHBOARD

S8 : DARTMOOR FOUNDATION

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
KB	Financial and audit risks. Fundraising targets not met. Foundation diverges from objective to support National Park purposes. Lack of professional and business capacity for the Foundation.	Professional advice procured to establish legal framework and stakeholder engagement. Trustees appointed and meetings have taken place to establish close working relationship with shared ideas and priorities. Clear financial and performance management framework with transparent grant application and approval process for applicants being developed. Active management of the trustees by the Chair of the Foundation and regular communication between the Chair of the Foundation and senior officers/members of the Authority. Ensure that initial fundraising helps raise revenue for the Foundation's ongoing 'organisation costs' as well as projects. Foster a close, on-going relationship with Authority officers to support joint communication and engagement. Ensure that the Foundation provides regular feedback to the Members of the Authority	Medium	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Trustees have decided not to recruit a Chief Executive until such point that they are clear on future direction. Work is ongoing on an Energy Independence project for Dartmoor, potential bid to NLHF to support a Landscapes Connection Bid and other projects. All of this work has been completed by the unpaid, voluntary trustees.

RESOURCES REQUIRED :

Foundation will need to focus on fundraising for its own core costs as well as project delivery

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Medium	Material Risk

OUTCOME :

A successful Foundation that supports delivery of National Park purposes and the Dartmoor Partnership Plan and is seen, overtime, as a key delivery agent for funding and projects that enhance the National Park and its communities

Go to KEY
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F1 : Potential for reductions in National Park Grant (NPG) and / or changes in Defra's requirements via the National Parks Financial Grant Agreement)			RISK RATING		
LEAD	**CONSEQUENCE IF NO ACTION**	**CONTROL MEASURES TO MANAGE RISK**	**LIKELIHOOD %**	**IMPACT**	**RESIDUAL RISK RATING**
KB	Insufficient funds to meet statutory requirements and delivery of National Park Purposes. Failure to meet Performance Targets A new National Parks Financial Grant Agreement has been put in place by Defra for all NPAs; the addition of a new clause allowing Defra to alter its requirements (of NPAs) may risk the Authority's ability to exercise complete independence and fulfil its business plan objectives	Members agreed in March 2025 that they would use reserves to balance the revenue budget in 2025/26 and undertake a business review when the implications for the National Park Authority of the 2024 Spending Review are clear. We hope that the Spending Review will lead to a three year funding settlement as this would enable us to plan ahead with a degree of certainty that has been missing in recent years when National Park Grant has been confirmed on an annual basis and often not confirmed until after the start of the new financial year. the 2025/26 National Park Grant settlement included a significant capital element. The capital funding is a new area for the National Park Authority. It was confirmed in June 2025 and has to be spent by end of March 2025. We are using some of the capital money to support staff costs linked to capital programmes. We are also looking at other options for capital investment to generate revenue income but these depend on the ability to acquire assets from third parties bringing a further degree of risk.	Very High	High	Very Severe Risk

ADDITIONAL CONTROL MEASURES PLANNED :

We continue to seek ways to diversify our income streams and apply for external fundraising but our ability to generate income is limited by our lack of assets from which to trade/generate income and the fact that we are a public authority charged by Parliament with providing public services. We are actively managing the 2025/26 revenue budget to minamise the call on reserves.

RESOURCES REQUIRED :

Officer time

	RISK RATING		
	LIKELIHOOD	**IMPACT**	**PLANNED RESIDUAL RISK RATING**
PLANNED RESIDUAL RISK	High	Medium	Severe Risk

OUTCOME :

Focused organisation with resources targeted to agreed priorities
Acknowledgement from Defra that DNPA will remain reliant on public funding given limited opportunities to diversify income sources given the lack of 'assets' we own/lease

Go to KEY
Go to DASHBOARD

F2 : INADEQUATE FINANCIAL MANAGEMENT

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
AS	Unfunded budget variance. Under spend of core grant Reputational damage	Robust budget monitoring and procurement process New financial system being implementation Financial Regulations / Standing Orders Sustainable procurement policy Procurement procedures Staff finance training Devolved budgets with clear accountability supported by timely and accurate financial reporting Quarterly reports to Leadership Team & A&G Committee Seek / apply for Government support schemes; reduce associated costs accordingly and ensure plans to re-open services can be implemented quickly. Maintain close and regular contact with customers to monitor debtor balances, adjust payment terms if required and assess ability to pay	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

New financial system implemented in April 2025 add extra controls. Staff throughout the Authority have access to the new financial system and have the ability to check their own budgets and run reports.

RESOURCES REQUIRED :

Staff time and training resources

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Small	Low	Manageable Risk

OUTCOME :

With the implementation of the new financial system, staff are to continue to receive finance training to assist in knowledge of the system and general financial awareness for budget monitoring.

Go to KEY
Go to DASHBOARD

F3 : Appeals, Public Enquiries and enforcement action could expose the Authority to considerable financial risks and create poor PR

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
DK	Bad decisions that damage Dartmoor Additional costs and significant budget overspend Loss of public confidence Poor PR	Director of Spatial Planning reviews all appeal files to learn lessons; reporting to LT and Members External legal advice and support obtained where necessary Good Practice Guide for Members and officers (planning) and appropriate training Review of enforcement cases with new legal advisers	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Procure expert input when necessary
Clear project management arrangements for high profile cases

RESOURCES REQUIRED :

Staff time and financial resources

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Low	Manageable Risk

OUTCOME :

All decisions are lawful, in accordance with advice and can be supported on appeal
Public confidence in decisions
Minimise payment of costs

Go to KEY
Go to DASHBOARD

G1 : FRAUD AND CORRUPTION

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
AS	Misappropriation of Authority resources (not always financial)	Financial Regulations Standing Orders (updated June 2024) Prosecution deterrent Internal checks / controls Scheme of delegation Internal / External Audit Whistle-blowing Policy (updated February 2024) Bank Reconciliation IT Firewall IT security / passwords/ Audit Anti-fraud & Corruption Policy in place Information Security Policy	Small	Low	Manageable Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Risks monitored especially during financially difficult times

RESOURCES REQUIRED :

Staff time

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Small	Small	Manageable Risk

OUTCOME :

Staff aware of risks and controls regarding fraud & corruption

Go to KEY
Go to DASHBOARD

G2 : INADEQUATE PROCUREMENT PRACTICE

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
AS	Failure of partners/contractors Schemes not delivered on time or over budget. Damage to reputation. Value for Money not achieved Sustainability principles not applied Procurement rules not followed providing opportunity for challenge	Service level agreement with Devon Procurement Service (DPS) to provide procurement support Standard set of templates, terms and conditions etc. kept up to date by DPS (on SharePoint site) Use of e-procurement portal Member of Devon & Cornwall Procurement Partnership. Financial appraisal. Risk Assessments. Financial Regulations / Standing Orders. Sustainable procurement policy Procurement procedures Procurement training Contract management Contractor Vetting & Insurance Project Management Training	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

On-going staff training on procurement rules and procedures and project management

RESOURCES REQUIRED :

Staff time and potentially resources if purchasing is to adopt more sustainable principles

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Low	Manageable Risk

OUTCOME :

All procurement undertaken within policies, procedures & legislation

Go to KEY
Go to DASHBOARD

G3 : Inadequate management (and success) of partnerships and projects

LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	RISK RATING: LIKELIHOOD %	RISK RATING: IMPACT	RISK RATING: RESIDUAL RISK RATING
RD	Failure to meet DNPA objectives. Inadequate SLAs and potentially poor performance, service failure & reputational damage. Inadequate contract conditions/ management structure & dispute resolution process. Failure of partnership arrangement. Financial over-commitment by the Authority due to unpaid grant claims.	Signing up to formal agreements (Contracts, SLAs, MoUs, etc.), checked by legal advisers, that set out terms of reference, agreed objectives and outcomes, roles, responsibilities, exit strategies etc. Risk Assessments. Standing Orders. Financial Regulations. Internal/External Audit. External partners' controls Embedded link between project management and personal performance management via appraisals, work plans and the Business Plan. Performance monitoring - Business Plan.	Medium	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Ongoing monitoring of compliance with procedures and staff training.

RESOURCES REQUIRED :

Staff time and ongoing SLA with Devon legal;
Liaising with Defra, Environment Agency and Natural England re the overlap of land and implications at submission of the Central Dartmoor Landscape Recovery project to ensure Walkham Valley and Central Dartmoor can both continue.

	RISK RATING: LIKELIHOOD	RISK RATING: IMPACT	RISK RATING: PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Medium	Small	Manageable Risk

OUTCOME :

Robust, well managed partnerships and projects that help to deliver Business Plan and National Park Management Plan objectives

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G4 : Inadequate decision-making process; inadequately documented decision-making process

			RISK RATING		
LEAD	CONSEQUENCE IF NO ACTION	CONTROL MEASURES TO MANAGE RISK	LIKELIHOOD %	IMPACT	RESIDUAL RISK RATING
NW	Financial cost. Judicial reviews/Legal challenges. Loss of reputation. Demands on legal service time High level of complaints/appeals Information Commissioner adverse finding	Complaints procedure Local Government & Social Care Ombudsman (LG&SCO) - training, resources and engagement Effective legal advice/provision Authority policy of open & honest response to complaints Standing Orders Rules & Procedures in relation to decision making Publications Scheme (FOI) Recording in writing decisions undertaken under delegated powers Written advice about recording key decisions and process established	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Ongoing training for staff and Members
Review Standing Orders and Scheme of Delegation (January 2026)
Review how decisions are recorded in accordance with Openness of Local Government Regulations 2014
Adopt LG&SCO Complaints Handling Code in 2025/26 and apply to procedures from 1 April 2026.

RESOURCES REQUIRED :

Staff & member time and training resources

	RISK RATING		
	LIKELIHOOD	IMPACT	PLANNED RESIDUAL RISK RATING
PLANNED RESIDUAL RISK	Low	Low	Manageable Risk

OUTCOME :

Low level of complaints, appeals & legal challenges

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G5 : Changes in legislation/failure to implement new legislation or policy					
			RISK RATING		
LEAD	**CONSEQUENCE IF NO ACTION**	**CONTROL MEASURES TO MANAGE RISK**	**LIKELIHOOD %**	**IMPACT**	**RESIDUAL RISK RATING**
KB	Financial cost/budget difficulties. Requirement to revise working practices or introduce new systems. Potential compliance difficulties. Financial impact if the Authority cannot respond promptly	The National Park Authorities 'Legalnet' South West Councils (HR) Brightmine online subscription (HR) Technical Support subscription (Finance) and member of Devon Accounting Group External Legal Services provision Various on-line alerts Subscription to Planning Resource reintroduced September 2023 to support Planning Service Up-dates and policy work via National Parks England and various professional network groups	Low	Medium	Material Risk

ADDITIONAL CONTROL MEASURES PLANNED :

Various legislation relating to planning to be monitored closely by Director of Spatial Planning and colleagues. New SLA with Tozers to provide legal advice which includes briefing on new legislation.

RESOURCES REQUIRED :

Staff time with a plethora of legislation and consultations being issued

	RISK RATING		
	LIKELIHOOD	**IMPACT**	**PLANNED RESIDUAL RISK RATING**
PLANNED RESIDUAL RISK	Small	Low	Manageable Risk

OUTCOME :

Legally compliant with no challenges through Judicial Review